

# **CROYDON COUNCIL**

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

**2010/11**

**Appendix F to agenda item 8  
Cabinet, 22nd February 2010**

# REVENUE BUDGET SUMMARY

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**REVENUE BUDGET SUMMARY**

**GENERAL FUND SUMMARY**

ACTUAL 2008/09 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
96,616	Department of Adult Services and Housing	101,584	1,220	6,717	<b>109,521</b>	8
71,981	Children, Young People and Learners	89,325	210	(4,699)	<b>84,836</b>	(5)
61,769	Community Services	65,347	138	(1,692)	<b>63,793</b>	(2)
10,015	Resources and Customer Services	14,179	40	5,318	<b>19,537</b>	38
8,549	Planning, Regeneration and Conservation	10,927	(39)	6,808	<b>17,696</b>	62
12,117	Chief Executive's Office	17,723	(16)	(6,643)	<b>11,064</b>	(38)
-	Contribution to Provision for Doubtful Debts	180			<b>180</b>	-
-	Utilities and Business Rates	0		537	<b>537</b>	n/a
<b>261,049</b>	<b>NET COST OF SERVICES</b>	<b>299,265</b>	<b>1,553</b>	<b>6,346</b>	<b>307,164</b>	<b>3</b>
	Area Based Grants	(25,065)		(9,246)	<b>(34,311)</b>	37
2,402	Contingency / Unallocated Provision	1,000			<b>1,000</b>	-
	<b>Levies from Other Bodies</b>					
254	Environment Agency	242		23	<b>265</b>	10
385	Lee Valley Regional Park Authority	387		10	<b>397</b>	3
1,182	London Boroughs Grants Committee	1,183		29	<b>1,212</b>	2
531	London Pensions Fund Authority	634		41	<b>675</b>	6
(8,692)	Interest and Investment Income	(4,936)			<b>(4,937)</b>	0
8,439	Interest Payable	8,734		2,341	<b>11,073</b>	27
<b>265,550</b>	<b>NET OPERATING EXPENDITURE</b>	<b>281,444</b>	<b>1,553</b>	<b>(457)</b>	<b>282,537</b>	<b>0</b>
	<b>APPROPRIATIONS</b>					
2,499	Contributions to / (from) Earmarked Reserves	843		(783)	<b>60</b>	(93)
(13,956)	Provision for Repayment of External Loans	(18,944)		3,973	<b>(14,971)</b>	(21)
(1,095)	Deferred / Intangible Charges Written Off	(3,137)		(430)	<b>(3,567)</b>	14
-	Contribution to / (from) General Balances	-			<b>-</b>	n/a
<b>252,998</b>	<b>BUDGET REQUIREMENT</b>	<b>260,206</b>	<b>1,553</b>	<b>2,303</b>	<b>264,060</b>	<b>(100)</b>
	<b>FINANCED BY</b>					
14,043	Revenue Support Grant	21,908		(6,878)	<b>15,030</b>	(31)
-	Collection Fund surplus / (deficit)	-		-	<b>-</b>	n/a
100,874	Payments from NNDR Pool	94,915		8,590	<b>103,505</b>	9
138,081	Council Tax - Band D Equivalent	143,383		2,142	<b>145,525</b>	1
<b>252,998</b>	<b>TOTAL FINANCING</b>	<b>260,206</b>			<b>264,060</b>	<b>1</b>
2008/09 Band D Equivalent £.pp	<b>COUNCIL TAX SUMMARY</b>		2009/10 Band D Equivalent £.pp	2010/11 Band D Equivalent £.pp		Change Band D Equivalent %
<b>1095.81</b>	<b>London Borough of Croydon</b>	<b>143,383</b>	<b>1,137.89</b>	<b>1,150.11</b>	<b>145,525</b>	<b>1.07</b>
309.82	Greater London Authority	39,040	309.82	309.82	39,202	<b>0.00</b>
<b>1,405.63</b>		<b>182,423</b>	<b>1,447.71</b>	<b>1,459.93</b>	<b>184,727</b>	<b>0.84</b>

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

ACTUAL 2008/09  £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
438,026	Employees	205,277	272	4,056	<b>209,605</b>	2
51,937	Premises related expenditure	28,170	79	(3,848)	<b>24,401</b>	(13)
101,527	Supplies and Services	248,079	204	(2,966.0)	<b>245,316</b>	(1)
194,636	Third Party Payments	204,117	912	(5,114)	<b>199,915</b>	(2)
432,907	Transfer Payments	208,863	11	33,327	<b>242,201</b>	16
8,516	Transport related expenditure	6,326	38	(97)	<b>6,267</b>	(1)
40,068	Capital Charges	24,722	-	(3,391)	<b>21,331</b>	(14)
6,025	Deferred/Intangible Charges	3,137	-	429	<b>3,566</b>	14
57,599	Corporate support services bought in	(4,075)	-	(235)	<b>(4,310)</b>	6
23,278	Recharges from other services	27,992	-	5,265	<b>33,257</b>	19
<b>1,354,521</b>	<b>TOTAL EXPENDITURE</b>	<b>952,607</b>	<b>1,515</b>	<b>27,426</b>	<b>981,549</b>	<b>3</b>
	<b>INCOME</b>					
(549,646)	Government Grants	(524,378)	-	(18,643)	<b>(543,021)</b>	4
(23,204)	Area Based Grants	-	-	-	-	
(255,891)	Other Grants, reimbursements and contributions	(24,089)	58	(1,336)	<b>(25,367)</b>	5
(132,791)	Fees and Charges	(34,342)	92	573	<b>(33,677)</b>	(2)
(38,313)	Other Customer and Client Receipts	(32,490)	(111)	7,149	<b>(25,454)</b>	(22)
(130)	Interest Receivable	(147)	-	7	<b>(140)</b>	(5)
(93,497)	Recharges to other services	(37,896)	-	(8,830)	<b>(46,726)</b>	23
<b>(1,093,472)</b>	<b>TOTAL INCOME</b>	<b>(653,342)</b>	<b>38</b>	<b>(21,079)</b>	<b>(674,385)</b>	<b>3</b>
<b>261,049</b>	<b>NET EXPENDITURE</b>	<b>299,265</b>	<b>1,553</b>	<b>6,346</b>	<b>307,164</b>	<b>3</b>

**STAFF ESTABLISHMENT NUMBERS**

DESCRIPTION	Note	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
		FTE STAFF	FTE STAFF	FTE STAFF
Chief Executive's Office		200.1	193.9	(6.2)
Children, Young People and Learners		1,249.2	1,274.1	24.9
Community Services		681.4	690.6	9.2
Department of Adult Services and Housing		1,069.9	1,058.4	(11.5)
Planning, Regeneration and Conservation		0.9	-	(0.9)
Resources and Customer Services		647.9	647.7	(0.2)
<b>TOTAL FTE STAFF</b>		<b>3,849.2</b>	<b>3,864.7</b>	<b>15.3</b>

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	105	123	(426)	70	66	60	0
Financial Planning & Analysis	15	272	510	(1,272)	375	65	34	0
Accountancy & Technical	7	133	249	(620)	183	32	17	0
Treasury & Pensions	3	46	86	(213)	63	11	6	0
Procurement	23	258	207	(572)	49	26	10	0
Audit and Financial Management	30	536	1,006	(2,507)	739	128	68	0
Insurance	4	79	149	(371)	109	19	10	0
Performance and Efficiency	8	140	262	(654)	193	33	18	0
Customer Services	218	1,032	317	(3,663)	1,016	709	371	0
Cashiers	0	115	0	(154)	18	22	0	0
Exchequer Services	24	151	244	(814)	279	98	18	0
Accommodation	118	1,244	1,075	(5,440)	1,437	932	633	0
Asset Management	0	2,116	1,147	(4,372)	1,081	28	0	0
Customer Focus	156	3,371	5,424	(16,398)	4,313	1,648	1,486	0
Democratic and Legal	(112)	24	45	0	33	6	3	0
Human Resources	(3,441)	608	1,498	176	656	341	162	0
Payroll	(660)	117	287	34	126	65	31	0
Strategy and Communication	(1,636)	353	662	7	486	84	45	0
<b>Total</b>	<b>(5,240)</b>	<b>10,699</b>	<b>13,291</b>	<b>(37,257)</b>	<b>11,226</b>	<b>4,313</b>	<b>2,970</b>	<b>-</b>

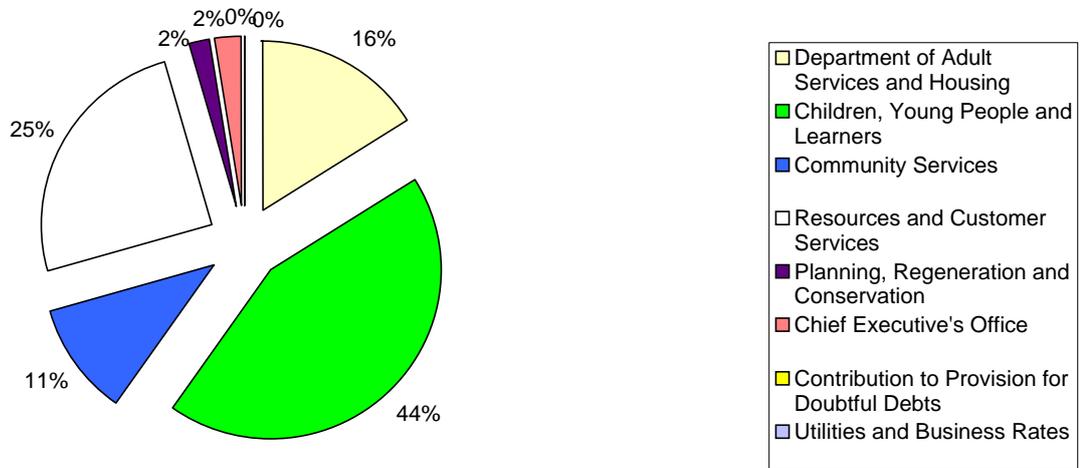
\* Non general fund support charge

**REVENUE BUDGET SUMMARY**

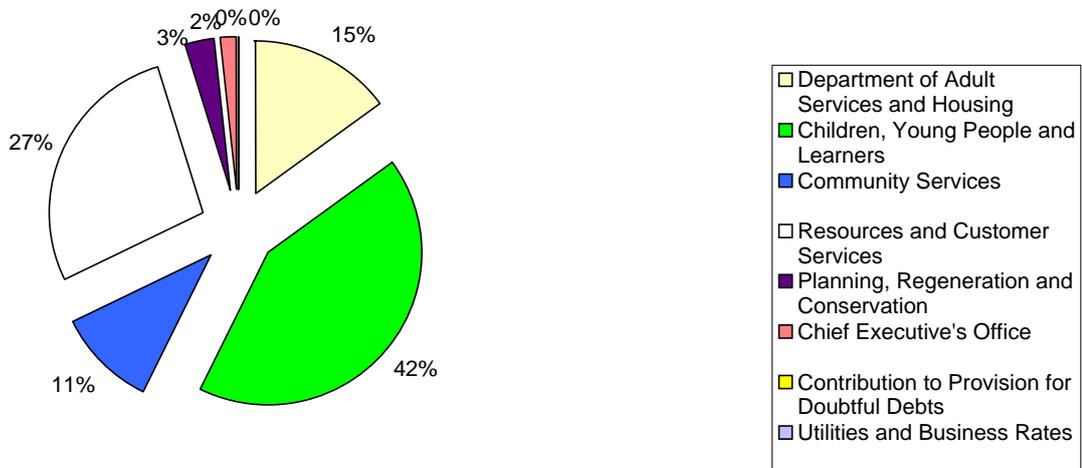
**DEPARTMENTAL GROSS EXPENDITURE**

ACTUAL 2008/09 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
<b>SERVICE BUDGETS</b>						
150,958	Department of Adult Services and Housing	154,093	725.3	(6,332)	148,487	(4)
764,468	Children, Young People and Learners	415,536	405.0	(1,461)	414,480	(0)
112,541	Community Services	102,642	259.0	752	103,653	1
272,095	Resources and Customer Services	237,859	130.0	31,894	269,883	13
20,412	Planning, Regeneration and Conservation	19,050	(6.5)	8,918	27,961	47
34,047	Chief Executive's Office	23,249	2.0	(6,882)	16,369	(30)
34,047	Contribution to Provision for Doubtful Debts	180	-	-	180	-
-	Utilities and Business Rates	-	-	537	537	n/a
1,388,568	<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	952,607	1,515	27,426	981,549	3

**2009/10 GROSS EXPENDITURE BY DEPARTMENT**  
**% of TOTAL**



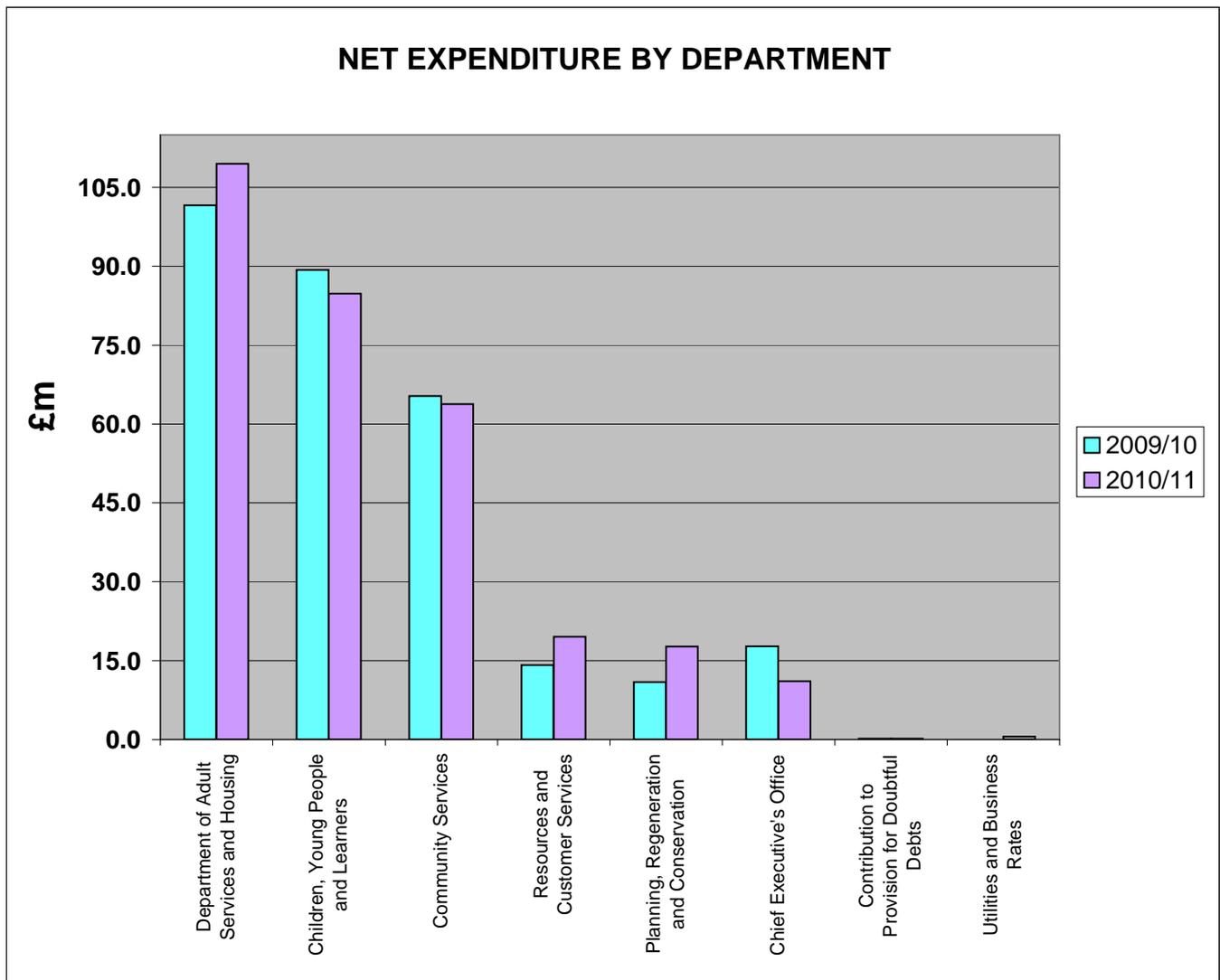
**2010/11 GROSS EXPENDITURE BY DEPARTMENT**  
**% of TOTAL**



**REVENUE BUDGET SUMMARY**

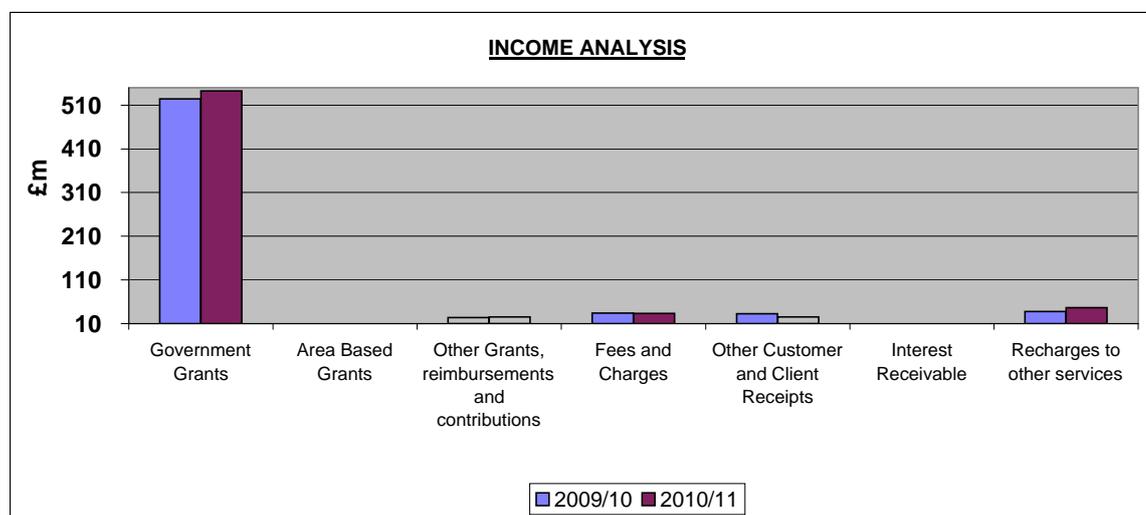
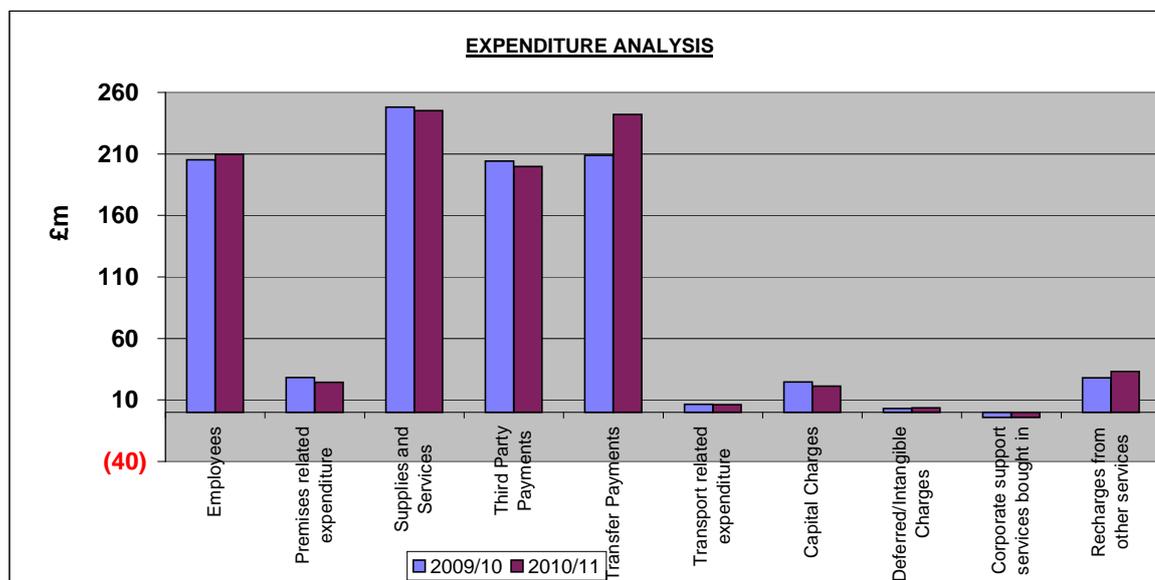
**DEPARTMENTAL NET EXPENDITURE**

ACTUAL 2008/09  £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E)
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	<b>SERVICE BUDGETS</b>					
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71,981	Children, Young People and Learners	89,325	210	(4,699)	<b>84,836</b>	(5)
61,769	Community Services	65,347	138	(1,692)	<b>63,793</b>	(2)
10,015	Resources and Customer Services	14,179	40	5,318	<b>19,537</b>	38
8,549	Planning, Regeneration and Conservation	10,927	(39)	6,808	<b>17,696</b>	62
12,117	Chief Executive's Office	17,723	(16)	(6,643)	<b>11,064</b>	(38)
-	Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
-	Utilities and Business Rates	-	-	537	<b>537</b>	n/a
-						
261,049	<b>NET COST OF SERVICES</b>	299,265	1,553	6,346	<b>307,164</b>	3



**REVENUE BUDGET SUMMARY**
**ANALYSIS OF INCOME AND EXPENDITURE**

ACTUAL 2008/09	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A)	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D)	% CHANGE (E)
			Inflation (B)	Other (C)		
£000's		£000's	£000's	£000's	£000's	
	<b>EXPENDITURE</b>					
438,026	Employees	205,277	272	4,056	<b>209,605</b>	2
51,937	Premises related expenditure	28,170	79	(3,848)	<b>24,401</b>	(13)
101,527	Supplies and Services	248,079	204	(2,966)	<b>245,316</b>	(1)
194,636	Third Party Payments	204,117	912	(5,114)	<b>199,915</b>	(2)
432,907	Transfer Payments	208,863	11	33,327	<b>242,201</b>	16
8,516	Transport related expenditure	6,326	38	(97)	<b>6,267</b>	(1)
40,068	Capital Charges	24,722	-	(3,391)	<b>21,331</b>	(14)
6,025	Deferred/Intangible Charges	3,137	-	429	<b>3,566</b>	14
57,599	Corporate support services bought in	(4,075)	-	(235)	<b>(4,310)</b>	6
23,278	Recharges from other services	27,992	-	5,265	<b>33,257</b>	19
1,354,521	<b>TOTAL EXPENDITURE</b>	952,607	1,515	27,426	<b>981,549</b>	3
	<b>INCOME</b>					
(549,646)	Government Grants	(524,378)	-	(18,643)	<b>(543,021)</b>	4
(23,204)	Area Based Grants	-	-	-	-	-
(255,891)	Other Grants, reimbursements and contributions	(24,089)	58	(1,336)	<b>(25,367)</b>	5
(132,791)	Fees and Charges	(34,342)	92	573	<b>(33,677)</b>	(2)
(38,313)	Other Customer and Client Receipts	(32,490)	(111)	7,149	<b>(25,454)</b>	(22)
(130)	Interest Receivable	(147)	-	7	<b>(140)</b>	(5)
(93,497)	Recharges to other services	(37,896)	-	(8,830)	<b>(46,726)</b>	23
(1,093,472)	<b>TOTAL INCOME</b>	(653,342)	38	(21,079)	<b>(674,385)</b>	3
261,049	<b>NET EXPENDITURE</b>	299,265	1,553	6,346	<b>307,164</b>	3



## CHIEF EXECUTIVE'S OFFICE

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## DEPARTMENT MISSION STATEMENT

We aim to be excellent in everything we do, moving with pace and innovation to help the Council become one of the top ten local authorities in the country. We want to satisfy our customers through the quality and value of the services that we deliver to them. We are determined to put Croydon on the map as a great place to live, work and do business.

## KEY SERVICE TARGETS / PRIORITIES FOR 2010/11

- 1) Tackling inequality and supporting vulnerable people
- 2) Supporting the infrastructure of the Third Sector
- 3) Deliver a successful general election
- 4) Deliver a successful local election
- 5) Launch well-being strategy
- 6) Review and relaunch HROD performance Agreement
- 7) Renewed emphasis to partnership workings and community empowerment reflecting current developments locally nationally

## KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2008/9	ORIGINAL 2009/10	FORECAST 2009/10	FORECAST 2010/11	% CHANGE
Registration of Births	4,900	4,950	4,950	5,000	1.0
Registration of Deaths	2,100	2,150	2,150	2,200	2.3
Number of marriages	600	600	600	610	1.7
Certificates from archives	5,900	6,000	6,000	6,000	-
% of people who believe people get on well together (NI 1)	76%	75%	77%	79%	2.6
No. of visits to croydon.gov.uk	1,794,370	2,000,000	2,100,000	2,300,000	9.5
% of residents satisfied with local public services (L8)	55%	n/a	n/a	60%	n/a
% of residents satisfied with the council	45%	n/a	n/a	47%	n/a
Environment for a thriving third sector (NI 7)	16%	n/a	n/a	21%	n/a
Average sick days per FTE	6.6	5.5	5.5	5.5	

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2008/9 £000	ORIGINAL 2009/10 £000	FORECAST 2009/10 £000	BUDGET 2010/11 £000	% CHANGE
Employees	14,754	11,399	11,154	10,984	(2)
Premises related expenditure	31	96	12	13	8
Supplies and Services	10,855	4,341	4,756	3,743	(21)
Third Party Payments	5,139	11,943	5,141	4,945	(4)
Transfer Payments	144	134	125	134	7
Transport related expenditure	66	38	71	55	(23)
Capital Charges	1,354	679	679	1,331	96
Deferred/Intangible Charges	193	30	30	122	307
Corporate support services bought in	(5,281)	(5,693)	(4,011)	(5,240)	31
Recharges (to) / from other services	(1,842)	(2,257)	(3,938)	(2,207)	(44)
<b>TOTAL EXPENDITURE</b>	<b>25,413</b>	<b>20,710</b>	<b>14,019</b>	<b>13,880</b>	<b>(1)</b>
Government Grants	(925)	-	-	-	n/a
Area Based Grants	(7,272)	-	-	-	n/a
Other Grants, reimbursements and contributions	707	(38)	(417)	(38)	(91)
Fees and Charges	(4,041)	(2,202)	(521)	(2,076)	298
Other Customer and Client Receipts	(1,745)	(747)	(2,168)	(702)	(68)
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(13,277)</b>	<b>(2,987)</b>	<b>(3,106)</b>	<b>(2,816)</b>	<b>(9)</b>

<b>NET EXPENDITURE</b>	<b>12,136</b>	<b>17,723</b>	<b>10,913</b>	<b>11,064</b>	<b>1</b>
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Contributions to / (from) Reserves		63	63	63	-
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<b>CURRENT BUDGET</b>	<b>10,979</b>	<b>10,942</b>
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>433</b>	<b>34</b>
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## TOP FINANCIAL RISKS 2010/11

- 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 Tim Pollard	Performance Management and Cabinet Member for CYPL
Councillor Sara Bashford	Resources and Customer Services
Councillor Gavin Barwell	Community Safety and Cohesion

**DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Jon Rouse	Chief Executive Officer	62312
Julie Belvir	Solicitor to the Council and Monitoring Officer (Democratic & Legal Division)	64985
Damian Roberts	Director, Strategy & Communication	47008
Pam Parkes	Director, HROD	47090

**MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST 2009/10 £000's	SERVICE	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,933	Democratic and Legal Services	4,067	(12)	46	4,101	1
388	Human Resources and Organisational Development	216	(12)	190	394	82
4,130	Strategy and Communications	10,978	(13)	(6,879)	4,086	(63)
2,462	Voluntary Sector Funding	2,462	21	-	2,483	1
10,913	<b>TOTAL NET SPEND</b>	17,723	(16)	(6,643)	11,064	(38)
63	Contributions to / (from) Reserves	63	-	-	63	-

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Democratic and Legal Services	70.0	68.0	(2.0)
Human Resources and Organisational Development	73.6	76.8	3.2
Strategy and Communications	56.5	49.1	(7.4)
Voluntary Sector Funding	-	-	-
<b>TOTAL FTE STAFF</b>	200.1	193.9	(6.2)

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 20010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,154	Employees	11,399	(28)	(387)	10,984	(4)
12	Premises related expenditure	96	-	(83)	13	(86)
4,756	Supplies and Services	4,341	-	(598)	3,743	(14)
5,141	Third Party Payments	11,943	30	(7,028)	4,945	(59)
125	Transfer Payments	134	-	-	134	-
71	Transport related expenditure	38	-	17	55	45
422	Recharges from other Departments	282	-	-	282	-
21,681	<b>TOTAL EXPENDITURE</b>	28,233	2	(8,079)	20,156	(29)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
(417)	Other Grants, reimbursements and contributions	(38)	-	-	(38)	-
(521)	Fees and Charges	(2,202)	(6)	132	(2,076)	(6)
(2,168)	Other Customer and Client Receipts	(747)	(12)	57	(702)	(6)
-	Interest Receivable	-	-	-	-	n/a
(4,360)	Recharges to other services	(2,539)	-	50	(2,489)	(2)
(7,466)	<b>TOTAL INCOME</b>	(5,526)	(18)	239	(5,305)	(4)

14,215	<b>NET CONTROLLABLE COST</b>	22,707	(16)	(7,840)	14,851	(35)
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679	Capital Charges	679	-	652	1,331	96
30	Deferred/Intangible Charges	30	-	92	122	307
(4,011)	Corporate support services bought in	(5,693)	-	453	(5,240)	(8)
(3,302)	<b>TOTAL UNCONTROLLABLE COST</b>	(4,984)	-	1,197	(3,787)	(24)

10,913	<b>NET COST OF SERVICE</b>	17,723	(16)	(6,643)	11,064	(38)
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63	Contributions to / (from) Earmarked Reserves	63	-	-	63	-
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
63	<b>TOTAL APPROPRIATIONS</b>	63	-	-	63	-

10,976	<b>TOTAL NET EXPENDITURE</b>	17,786	(16)	(6,643)	11,127	(37)
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - agreed pressures / service demands		30
Strategic budget - agreed additional income / savings		(617)
Other resource changes		(587)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(6,643)</b>

## SERVICE DESCRIPTION

**Democratic Services**

Democratic Services staff provide services to the Mayor, Elected Members, non elected Independent and Co-opted Members, advise on the Council's constitution and co-ordinate the decision making process, Scrutiny is supported and Neighbourhood Partnership meetings facilitated.

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. In addition we act as the lead borough for the consortium and the Coroner for the Southern District of Greater London.

In December 2007 the Registrars Service was transferred to Croydon Council from the General Registry Office. They provide 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.

**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. Contracts for the external provision of legal services, awarded in April 2004 have been extended to 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 legal services costs of the two in house teams. 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Legal	(222)	(5)	28	(199)	(10)
Democratic	1,042	(5)	(28)	1,009	(3)
Electoral	2,385	(1)	6	2,390	0
Mayoral	325	-	9	334	3
Complaints	-	-	-	-	n/a
Registrars	272	(1)	25	296	9
Contribution to the Coroner's Service	265	-	6	271	2
Contribution to the Local Elections' Reserve	63	-	-	63	-
<b>TOTAL NET SPEND</b>	<b>4,130</b>	<b>(12)</b>	<b>46</b>	<b>4,164</b>	<b>1</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Legal	24.9	23.9	(1.0)
Democratic	20.1	19.1	(1.0)
Electoral	6.7	6.7	-
Mayoral	5.3	5.3	-
Complaints	-	-	-
Registrars	13.0	13.0	-
<b>TOTAL FTE STAFF</b>	<b>70.0</b>	<b>68.0</b>	<b>(2.0)</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,364	Employees	3,410	(9)	(37)	3,364	(1)
11	Premises related expenditure	13	-	-	13	-
2,242	Supplies and Services	2,134	-	(31)	2,103	(1)
285	Third Party Payments	309	-	11	320	4
-	Transfer Payments	-	-	-	-	n/a
42	Transport related expenditure	30	-	10	40	33
282	Recharges from other services	282	-	-	282	-
6,226	<b>TOTAL EXPENDITURE</b>	6,178	(9)	(47)	6,122	(1)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
(30)	Other Grants, reimbursements and contributions	(38)	-	-	(38)	-
(521)	Fees and Charges	(497)	-	(3)	(500)	1
(301)	Other Customer and Client Receipts	(135)	(3)	1	(137)	1
-	Interest Receivable	-	-	-	-	n/a
(1,753)	Recharges to other services	(1,753)	-	-	(1,753)	-
(2,605)	<b>TOTAL INCOME</b>	(2,423)	(3)	(2)	(2,428)	0
3,621	<b>NET CONTROLLABLE COST</b>	3,755	(12)	(49)	3,694	(2)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
312	Corporate support services bought in	312	-	95	407	30
312	<b>TOTAL UNCONTROLLABLE COST</b>	312	-	95	407	30
3,933	<b>NET COST OF SERVICE</b>	4,067	(12)	46	4,101	1
63	Contributions to / (from) Earmarked Reserves	63	-	-	63	-
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
63	<b>TOTAL APPROPRIATIONS</b>	63	-	-	63	-
3,996	<b>TOTAL NET EXPENDITURE</b>	4,130	(12)	46	4,164	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
Transport for Neighbourhood Partnerships						10
						10
<u>Strategic budget - agreed additional income / savings</u>						Ref
Rationalisation of Democratic support						(35)
Spending reduction through on-line resources						(10)
Rationalise paper agendas and meetings						(10)
						(55)
<u>Other resource changes</u>						Ref
ABG Grant - Democratic services						2
Staff transfer to DASH						(30)
Pension contributions adjustments						29
Budget realignment - telephony efficiencies						(5)
Budget realignment - mail management efficiencies						(1)
Corporate support recharges						96
						91
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>46</b>

## SERVICE DESCRIPTION

## Human Resources (HR) and Organisational Development (OD)

## Mission :

To deliver a strategic and professionally competent HR and OD service that establishes a diverse workforce that is skilled, that is accountable to those it serves and that delivers the Council's business objectives and enhances the Council's organisational performance. Ensuring the implementation of the Council's People Strategy and corporate strategies.

## Key Objectives:

The priorities for the service are to continue to deliver a high quality support to Council departments and at the same time to develop ways of working that will transform the HR function within the Council. The Council's HR Strategic themes are:

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

In 2010/11 HR and OD will focus on support to the "Step Change Croydon" programme, completion of the "CHRIS" rollout to SLA schools, launch of Croydon's "well being" strategy and review and re-launch of the performance agreement.

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B)	Other (C)		
		£000's	£000's		
HR Consultancy	756	(4)	102	854	13
Occupational Health, Health & Safety	-	(1)	504	503	n/a
Occupational Health	224	(2)	9	231	3
Business Development & Information	2,401	-	(508)	1,893	(21)
Organisation Development	425	(2)	(87)	336	(21)
Leadership Academy	107	-	(50)	57	(47)
Learning & Development	284	(3)	(7)	274	(4)
Internal Communications	209	-	28	237	13
Union Representation	133	-	1	134	1
Corporate support services recharged	(4,323)	-	198	(4,125)	(5)
<b>TOTAL NET SPEND</b>	<b>216</b>	<b>(12)</b>	<b>190</b>	<b>394</b>	<b>82</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR Consultancy	27.0	30.0	3.0
Occupational Health, Health & Safety	-	10.0	10.0
Occupational Health	3.6	4.0	0.4
Business Development & Information	22.0	12.8	(9.2)
Organisation Development	8.0	6.0	(2.0)
Learning & Development	7.0	8.0	1.0
Internal Communications	3.0	3.0	-
Union Representation	3.0	3.0	-
<b>TOTAL FTE STAFF</b>	<b>73.6</b>	<b>76.8</b>	<b>3.2</b>

## CHIEF EXECUTIVE'S OFFICE

HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,561	Employees	4,517	(12)	58	4,563	1
1	Premises related expenditure	8	-	(8)	-	(100)
754	Supplies and Services	577	-	(42)	535	(7)
1,261	Third Party Payments	1,359	9	(262)	1,106	(19)
-	Transfer Payments	-	-	-	-	n/a
21	Transport related expenditure	-	-	9	9	n/a
-	Recharges from other services	-	-	-	-	n/a
6,598	<b>TOTAL EXPENDITURE</b>	6,461	(3)	(245)	6,213	(4)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	(1,705)	(6)	135	(1,576)	(8)
(1,867)	Other Customer and Client Receipts	(197)	(3)	(25)	(225)	14
-	Interest Receivable	-	-	-	-	n/a
(50)	Recharges to other services	(50)	-	50	-	(100)
(1,917)	<b>TOTAL INCOME</b>	(1,952)	(9)	160	(1,801)	(8)
4,681	<b>NET CONTROLLABLE COST</b>	4,509	(12)	(85)	4,412	(2)
-	Capital Charges	-	-	-	-	n/a
30	Deferred/Intangible Charges	30	-	92	122	307
(4,323)	Corporate support services bought in	(4,323)	-	183	(4,140)	(4)
(4,293)	<b>TOTAL UNCONTROLLABLE COST</b>	(4,293)	-	275	(4,018)	(6)
388	<b>NET COST OF SERVICE</b>	216	(12)	190	394	82
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
388	<b>TOTAL NET EXPENDITURE</b>	216	(12)	190	394	82
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						Ref
Strategic budget - agreed additional income / savings						Ref
Leadership Academy - reduction in cohorts						(50)
Process improvement - e-payslips						(40)
Process improvement - staff restructure						(70)
Other resource changes						(160)
Staff transfer to RCS						(39)
Budget realignment - mail management efficiencies						(2)
Pension contribution adjustments						34
Staff transfer from RCS						51
Corporate support recharges						183
CHRIS Project amortisation						92
Croydon Council awards transferred from RCS						31
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>190</b>

**SERVICE DESCRIPTION**

The Division comprises of three units – Communications, Strategy and Analysis and Equalities and Cohesion covering a wide range of strategic functions.

Strategy and Analysis includes the Council policy, observatory and support for the Local Strategic Partnership. With responsibility for the development of service planning across the organisation, the Corporate Plan, Community Strategy and resident engagement and support for the Corporate Management Team. The service also gives a renewed emphasis to partnership workings and community empowerment reflecting current developments locally nationally.

Communications comprise Press and Public Relations, Graphic Design and the Web team. It manages the Council's brand and its relationship with the media and public relations and is responsible for publication of 'Your Croydon', the Council's monthly community newspaper. 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. The Web Team have responsibility for the Council's electronic communications channels, this includes the Council's main website, www.croydon.gov.uk, as well as Croydon On-line and the staff intranet.

Equalities and Cohesion unit combines previous separate equality and voluntary sector functions in a single team. This service 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Press Office	532	(1)	272	803	51
Graphic Design	48	(4)	2	46	(4)
Policy Unit	347	(2)	(98)	247	(29)
Administration	597	(1)	(205)	391	(35)
Service Support for Central Departments	1,472	(1)	625	2,096	42
Local Authority Administration	342	0	(32)	310	(9)
Local Strategic Partnership	421	(1)	(225)	195	(54)
Web Team	259	(1)	(45)	213	(18)
Public Relations	120	0	(7)	113	(6)
Observatory	214	0	(214)	0	(100)
Equalities & Cohesion	987	(2)	232	1,217	23
Safer Croydon	265	0	(265)	0	(100)
Corporate support services recharged	(2,085)	0	540	(1,545)	(26)
<b>Total Strategy and Communication</b>	<b>3,519</b>	<b>(13)</b>	<b>580</b>	<b>4,086</b>	<b>16</b>
Safer Croydon	265	0	(265)	0	(100)
Business Liaison	364	0	(364)	0	(100)
Local Enterprise Growth Initiative	6,716	0	(6,716)	0	(100)
Domestic Violence Support	114	0	(114)	0	(100)
<b>Total Economy and Environment now transferred to PR&amp;C</b>	<b>7,459</b>	<b>0</b>	<b>(7,459)</b>	<b>0</b>	<b>(100)</b>
<b>TOTAL NET SPEND</b>	<b>10,978</b>	<b>(13)</b>	<b>(6,879)</b>	<b>4,086</b>	<b>(63)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
	Press Office	6.0	6.0
Graphic Design	7.0	7.0	-
Policy Unit	5.0	4.0	(1.0)
Administration	4.0	4.6	0.6
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	-
Observatory	2.0	-	(2.0)
Equalities and Cohesion	10.5	10.5	-
Safer Croydon - now transferred to PR&C	2.0	-	(2.0)
Business Liaison - now transferred to PR&C	3.0	-	(3.0)
<b>TOTAL FTE STAFF</b>	<b>56.5</b>	<b>49.1</b>	<b>(7.4)</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,184	Employees	3,472	(7)	(408)	3,057	(12)
-	Premises related expenditure	75	-	(75)	-	(100)
1,750	Supplies and Services	1,630	-	(525)	1,105	(32)
1,313	Third Party Payments	7,947	-	(6,777)	1,170	(85)
-	Transfer Payments	-	-	-	-	n/a
8	Transport related expenditure	8	-	(2)	6	(25)
140	Recharges from other services	-	-	-	-	n/a
6,395	<b>TOTAL EXPENDITURE</b>	13,132	(7)	(7,787)	5,338	(59)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
(387)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	(415)	(6)	81	(340)	(18)
-	Interest Receivable	-	-	-	-	n/a
(2,557)	Recharges to other services	(736)	-	-	(736)	-
(2,944)	<b>TOTAL INCOME</b>	(1,151)	(6)	81	(1,076)	(7)
3,451	<b>NET CONTROLLABLE COST</b>	11,981	(13)	(7,706)	4,262	(64)
679	Capital Charges	679	-	652	1,331	96
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	(1,682)	-	175	(1,507)	(10)
679	<b>TOTAL UNCONTROLLABLE COST</b>	(1,003)	-	827	(176)	(82)
4,130	<b>NET COST OF SERVICE</b>	10,978	(13)	(6,879)	4,086	(63)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,130	<b>TOTAL NET EXPENDITURE</b>	10,978	(13)	(6,879)	4,086	(63)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
South London Partnership growth						20
						20
<u>Strategic budget - agreed additional income / savings</u>						Ref
Deleted 2 vacant posts in Observatory						(70)
Other Savings						(200)
Reduction in Local Government Association Subscription						(32)
Review of Management Team Structure						(100)
						(402)
<u>Other resource changes</u>						Ref
Transferred to other depts, staff, premises expenditure, supplies & services						(564)
Internal Staff changes						(63)
LEGI ABG and other third party payments transferred to other depts						(6,821)
Changes in ABG						61
Re-alignment of budget						47
Reduction of third party income						16
Capital Charges						652
Corporate Support Services						175
						(6,497)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(6,879)</b>

## SERVICE DESCRIPTION

**Stronger Communities Fund**

The Stronger Communities Fund will replace the existing corporate funding programme, with priority themes closely aligned to the Local Area Agreement. The new programme is designed to maximise the contribution of the Third Sector to achieving the aims of the Local Area Agreement. It therefore focuses on promoting 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. A common theme across all of the service prospectuses is contributing towards the promotion of equality of access to services and providing services to vulnerable communities

## Priority Themes

The Council is proposing five priority themes which link to the agreed priorities of the Local Area Agreement.

These are:

- Community Cohesion
- Healthy Lifestyles
- Positive Activities
- Raising Aspirations, and
- Environment and Conservation

Cutting across all five themes will be:

- Tackling inequality and supporting vulnerable people, and
- Supporting the infrastructure of the Third Sector.

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Voluntary Sector Funding	2,462	21	-	2,483	1
<b>TOTAL NET SPEND</b>	<b>2,462</b>	<b>21</b>	<b>-</b>	<b>2,483</b>	<b>1</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Nil Staff	-	-	-
<b>TOTAL FTE STAFF</b>	<b>-</b>	<b>-</b>	<b>-</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
45	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
10	Supplies and Services	-			-	n/a
2,282	Third Party Payments	2,328	21	-	2,349	1
125	Transfer Payments	134	-	-	134	-
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
2,462	<b>TOTAL EXPENDITURE</b>	2,462	21	-	2,483	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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

2,462	<b>NET CONTROLLABLE COST</b>	2,462	21	-	2,483	1
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

2,462	<b>NET COST OF SERVICE</b>	2,462	21	-	2,483	1
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2,462	<b>TOTAL NET EXPENDITURE</b>	2,462	21	-	2,483	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
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

# COMMUNITY SERVICES

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## DEPARTMENT MISSION STATEMENT

Community services department is committed to providing a choice of high quality and accessible services that are based on what local people need and require, not on historical precedent. The services will help to create an enhanced quality of life and promote the well-being of residents. They will ensure that the environment is safe and attractive and that Croydon is a pleasant place in which to live now and in the future.

## KEY SERVICE TARGETS / PRIORITIES FOR 2010/11

- 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, achieve better value for money, and help deliver LAA targets
- 4) Progress procurement contracts (e.g. Street Lighting PFI project; new waste technology as part of the South London Waste Partnership)
- 5) Undertake the street based services review to improve the efficiency of services and improve the perception and confidence of the community in relation to crime and anti-social behaviour

## KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2008/9	ORIGINAL 2009/10	FORECAST 2009/10	FORECAST 2010/11	% CHANGE
Percentage of household waste recycled / composted	27.70%	30%	30%	32%	7
Cleanliness of streets and public places					
Graffiti	6.00%	7%	7%	6%	(14)
Litter	11.00%	13%	13%	10%	(23)
Detritus	4.00%	17%	17%	14%	(18)
Fly posting	1.00%	2%	2%	2%	-
Numbers of people engaged in the arts	44.30%	45.8%	45.2%	47.3%	5
Reduce serious violent crime rate	1.10 per 1,000	1.24 per 1,000	1.24 per 1,000	1.17 per 1,000	n/a
Number of successful Anti-Social Behaviour Interventions	88 (ABAs)	83 (inter- ventions)	83 (inter- ventions)	87 (inter- ventions)	n/a

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2008/9 £000	ORIGINAL 2009/10 £000	FORECAST 2009/10 £000	BUDGET 2010/11 £000	% CHANGE
Employees	27,588	28,195	28,974	28,314	(2)
Premises related expenditure	7,006	7,086	6,758	7,259	7
Supplies and Services	18,829	21,667	20,991	20,149	(4)
Third Party Payments	21,454	21,597	21,956	21,780	(1)
Transfer Payments	-	-	-	-	n/a
Transport related expenditure	2,522	1,517	1,551	1,565	1
Capital Charges	5,164	5,099	5,100	5,678	11
Deferred/Intangible Charges	-	-	-	-	n/a
Corporate support services bought in	10,267	11,043	11,013	10,699	(3)
Recharges (to) / from other services	(3,368)	(4,050)	(3,976)	(4,477)	13
<b>TOTAL EXPENDITURE</b>	<b>89,462</b>	<b>92,154</b>	<b>92,367</b>	<b>90,967</b>	<b>(2)</b>
Government Grants	(244)	(5)	(85)	(5)	(94)
Area Based Grants	(546)	-	-	-	n/a
Other Grants, reimbursements and contributions	(808)	(310)	(616)	(555)	(10)
Fees and Charges	(11,208)	(12,177)	(10,618)	(12,126)	14
Other Customer and Client Receipts	(14,884)	(14,315)	(13,987)	(14,488)	4
Interest Receivable	(3)	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(27,693)</b>	<b>(26,807)</b>	<b>(25,306)</b>	<b>(27,174)</b>	<b>7</b>
<b>NET EXPENDITURE</b>	<b>61,769</b>	<b>65,347</b>	<b>67,061</b>	<b>63,793</b>	<b>(5)</b>
Contributions to / (from) Reserves					n/a
<b>CURRENT BUDGET</b>	<b>59,872</b>		<b>66,338</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>1,842</b>		<b>723</b>		

## TOP FIVE FINANCIAL RISKS 2010/11

- 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 (ie street lighting PFI and future waste technology)
- 4) Implementing planned efficiencies
- 5) Unexpected / unfunded service pressures

**COMMUNITY SERVICES**

**SERVICE SUMMARY**

**CABINET MEMBER**

Councillor Gavin Barwell	Cabinet Member for Safety and Cohesion
Councillor Steve Hollands	Cabinet Member for Culture and 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
Dianne Pelling	Head of Finance & Performance	61304
Tony Brooks	Director of Public Safety	65433
Ian Stupple	Director of Street Services	65515

**MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST 2009/10 £000's	SERVICE	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
23,682	Culture and Sports	24,527	27	(1,473)	23,081	(6)
75	Directorate, Finance & Performance	-	(8)	28	20	n/a
8,431	Public Safety	8,047	(40)	(226)	7,781	(3)
34,873	Street Services	32,773	159	21	32,911	0
67,061	<b>TOTAL NET SPEND</b>	65,347	138	(1,692)	63,793	(2)
-	Good housekeeping loan repayment	-	-	-	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Culture and Sport	224.7	223.6	(1.1)
Directorate, Finance & Performance	34.1	31.3	(2.8)
Public Safety	145.0	153.4	8.4
Street Services	277.6	282.3	4.7
<b>TOTAL FTE STAFF</b>	681.4	690.6	9.2

**COMMUNITY SERVICES**

**SUBJECTIVE SUMMARY**

**SUBJECTIVE SUMMARY**

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
28,974	Employees	28,195	(57)	176	28,314	0
6,758	Premises related expenditure	7,086	28	145	7,259	2
20,991	Supplies and Services	21,667	63	(1,581)	20,149	(7)
21,956	Third Party Payments	21,597	225	(42)	21,780	1
-	Transfer Payments	-	-	-	-	n/a
1,551	Transport related expenditure	1,517	-	48	1,565	3
6,480	Recharges from other services	6,437	-	1,771	8,208	28
86,710	<b>TOTAL EXPENDITURE</b>	86,499	259	517	87,275	1
(85)	Government Grants	(5)	-	-	(5)	-
-	Area Based Grants	-	-	-	-	n/a
(616)	Other Grants, reimbursements and contributions	(310)	-	(245)	(555)	79
(10,618)	Fees and Charges	(12,177)	(95)	146	(12,126)	(0)
(13,987)	Other Customer and Client Receipts	(14,315)	(26)	(147)	(14,488)	1
-	Interest Receivable	-	-	-	-	n/a
(10,456)	Recharges to other services	(10,487)	-	(2,198)	(12,685)	21
(35,762)	<b>TOTAL INCOME</b>	(37,294)	(121)	(2,444)	(39,859)	7

50,948	<b>NET CONTROLLABLE COST</b>	49,205	138	(1,927)	47,416	(4)
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5,100	Capital Charges	5,099	-	579	5,678	11
-	Deferred/Intangible Charges	-	-	-	-	n/a
11,013	Corporate support services bought in	11,043	-	(344)	10,699	(3)
16,113	<b>TOTAL UNCONTROLLABLE COST</b>	16,142	-	235	16,377	1

67,061	<b>NET COST OF SERVICE</b>	65,347	138	(1,692)	63,793	(2)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

67,061	<b>TOTAL NET EXPENDITURE</b>	65,347	138	(1,692)	63,793	(2)
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

		£000's
Strategic budget - agreed pressures / service demands		1,684
Strategic budget - agreed additional income / savings		(3,129)
Other resource changes		(1,445)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(247)</b>
		<b>(1,692)</b>

**SERVICE DESCRIPTION****Arts and heritage**

## General:

- Management of strategic partnerships with national and regional bodies for arts and heritage development
- Support for place making and urban design
- Creative industries and tourism development.

## Arts:

- Clocktower arts complex events, film and education programme at the Braithwaite Hall and David Lean Cinema
- Special events programme, including the Croydon Summer Festival
- Support to the London Mozart Players
- Advise local artists and voluntary organisations.
- Arts development programme.

## Heritage:

- Museum of Croydon collections, interpretation, exhibitions, education and outreach
- Borough archive
- Croydon local studies service
- Heritage development.

## Business Development &amp; Operations:

- Management of the Clocktower, three community halls and Shirley Windmill
- Hire and conferences
- Croydon Film Commission

**Libraries**

Croydon Libraries' services are delivered through the central library, 12 community libraries, the home library service and a range of community outreach activities.

## Key services provided are:

- Non-fiction covering a broad range of subjects for lifelong learning, work and leisure
- Fiction in hardback and paperback from classics to the latest bestsellers, from 'quick reads' to challenging contemporary authors
- Books, leaflets, newspapers and magazines and information in community languages
- Collections for teenagers
- Newspapers and magazines in all libraries
- DVDs and talking books available in all libraries. CDs in central library
- Reader development programmes including adult, family, teenage and children's reading groups; themed stock displays and promotional events
- Wordwise collections for children with dyslexia, available at 4 libraries
- Support for children's learning including Homework Help Clubs at 5 libraries
- Baby rhyme times, story times and the extended Bookstart programme to support early years development
- The Summer Reading Trail
- Next Step – accredited careers information advice and guidance
- Books on Prescription – information and cognitive support of people with mental health problems
- Free information leaflets from statutory, professional, private and voluntary organisations, at local, regional and national levels
- ICT learning centres providing the People's Network public access PCs
- Specialist reference and information services, including business, government, european and community information
- Informed referral to information and advice agencies
- Community information database
- Visits by specialist staff to schools, playgroups, nurseries, health centres, residential homes, sheltered accommodation and other community venues
- Information and advice sessions from agencies such as Pensions, Information, Advice & Guidance
- Display facilities in all libraries for individuals and local organisations
- Access to the national and international library resource network.

**continued on page 1.1b**

## SERVICE DESCRIPTION

continued from page 1.1a

**Sport and green spaces**

Sports development:

- Sporting opportunity for people, including those with special needs.
- Partnerships with local, regional and national agencies to provide structured pathways in sport from grass roots level towards excellence
- Opportunities to participate in sport and progress along routes from school, community and elite sports
- Locally based sports aimed at providing positive and diversionary activities for young people
- Working with the school sport partnership to provide opportunities for young people to participate in sport as part of the extended school offer
- Capacity building and supporting sports volunteers
- Support local sports clubs to deliver sport to the community.

Active lifestyles:

- Partnership with Croydon PCT to provide a range of physical activity programmes to improve the health and wellbeing of the community
- Affordable activities to meet the varying health and cultural needs of the local population
- Opportunities for people to take part in regular exercise classes such as low impact aerobics and swimming to prevent the onset of ill health and to help people manage existing medical conditions
- Exercise referral, walking and cycling for health programme
- Management of the staff gym in the Town Hall
- Kickstart
- Healthy Living Hub.

Green spaces:

- Protection, conservation and maintenance of green spaces, trees and woodlands, nature conservation areas
- Croydon Arena running track, 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
- Parks to be proud of.

Leisure:

- The council's leisure centres including New Addington, Purley and South Norwood Pools ,Thornton Heath Leisure Centre and Monks Hill Leisure Centre.

## SERVICE DESCRIPTION

Description is on page 1.1a and 1.1b

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Culture Central	451	-	(37)	414	(8)
Arts and Heritage	4,045	(6)	(275)	3,764	(7)
Fairfield Halls (Capital charges only)	50	-	189	239	378
Libraries	9,772	(8)	(667)	9,097	(7)
Leisure	2,459	16	(347)	2,128	(13)
Sports and Green Spaces	7,750	25	(336)	7,439	(4)
<b>TOTAL NET SPEND</b>	<b>24,527</b>	<b>27</b>	<b>(1,473)</b>	<b>23,081</b>	<b>(6)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Culture Central	3.4	3.4	-
Arts and Heritage	34.7	34.7	-
Libraries	125.0	124.8	(0.2)
Leisure	1.0	1.0	-
Sports and Green Spaces	60.6	59.7	(0.9)
<b>TOTAL FTE STAFF</b>	<b>224.7</b>	<b>223.6</b>	<b>(1.1)</b>

COMMUNITY SERVICES

CULTURE & SPORT

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,135	Employees	8,188	(14)	(127)	8,047	(2)
2,048	Premises related expenditure	2,512	9	(295)	2,226	(11)
2,188	Supplies and Services	2,063	-	27	2,090	1
3,533	Third Party Payments	3,805	46	(280)	3,571	(6)
	Transfer Payments	-	-	-	-	n/a
103	Transport related expenditure	117	-	(31)	86	(26)
1,736	Recharges from other services	1,735	-	133	1,868	8
17,743	<b>TOTAL EXPENDITURE</b>	18,420	41	(573)	17,888	(3)
70	Government Grants	-	-	-	-	n/a
	Area Based Grants	-	-	-	-	n/a
(539)	Other Grants, reimbursements and contributions	(260)	-	(29)	(289)	11
(833)	Fees and Charges	(907)	(8)	50	(865)	(5)
(625)	Other Customer and Client Receipts	(590)	(6)	(21)	(617)	5
	Interest Receivable	-	-	-	-	n/a
(238)	Recharges to other services	(269)	-	28	(241)	(10)
(2,165)	<b>TOTAL INCOME</b>	(2,026)	(14)	28	(2,012)	(1)
15,578	<b>NET CONTROLLABLE COST</b>	16,394	27	(545)	15,876	(3)
2,838	Capital Charges	2,838	-	(367)	2,471	(13)
	Deferred/Intangible Charges	-	-	-	-	n/a
5,266	Corporate support services bought in	5,295	-	(561)	4,734	(11)
8,104	<b>TOTAL UNCONTROLLABLE COST</b>	8,133	-	(928)	7,205	(11)
23,682	<b>NET COST OF SERVICE</b>	24,527	27	(1,473)	23,081	(6)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
23,682	<b>TOTAL NET EXPENDITURE</b>	24,527	27	(1,473)	23,081	(6)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						Ref
Thornton Heath Library ICT						98
Upper Norwood Joint Library contribution						3
Libraries - Peoples Network software costs						15
						116
Strategic budget - agreed additional income / savings						Ref
End Book Recovery Service						(25)
Review of client side monitoring teams						(85)
Biodiversity efficiencies - one post						(40)
Rationalise maintenance of outdoor sport facilities						(60)
Parks Technical efficiencies						(25)
Leisure Management contract efficiencies						(40)
Sport & Physical Activity Efficiencies as a result of structure review						(20)
Home Library Service final stage efficiencies						(10)
Delete Community Information Librarian post						(18)
Inter Library Loan Service delivery partnership						(27)
Summer Festival efficiencies from booking earlier and sponsorship						(25)
Arts and Heritage restructure final stage						(100)
Reduction in opening hours at branch libraries						(38)
Arts programme cuts						(30)
Local Studies & Archives stock reduction						(3)
People's Network income generation						(10)
Review of overdue books charges						(14)
						(570)
Other resource changes						Ref
Virements to :-						
Resources and Customer Services - Telephone efficiencies						(2)
- Mail management efficiencies						(3)
- Energy						(38)
Community Services - Street Services - Green Space contract						(356)
Staff changes						79
Pensions contributions						62
Variation in running expenses						16
Insurances						(35)
Business rates						51
Variation in recharges						131
Variation in income						4
Capital charges						(367)
Corporate support services bought in						(561)
						(1,019)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,473)</b>

**SERVICE DESCRIPTION****Finance**

The Finance team is responsible for promoting and developing financial strategy and control across all the department's services. It assists and advises budget managers in achieving best practice in financial management, as well as monitoring and reporting regularly on financial performance to the Department Management team, Corporate Finance, Members and Council Tax payers. The team puts together the department's strategic budget, sets budgets at the start of the financial year and closes the accounts at the end.

**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.

Both teams work together in co-ordinating the department's response to CAA, including value for money statements.

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Directorate	1,625	(5)	(184)	1,436	(12)
Policy and Performance	279	-	(64)	215	(23)
Finance	1,590	(3)	(236)	1,351	(15)
Sign Shop	-	-	20	20	n/a
Departmental recharges	(3,494)	-	492	(3,002)	(14)
<b>TOTAL NET SPEND</b>	-	(8)	28	20	n/a

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Directorate	5.1	5.1	-
Policy and Performance	4.0	4.0	-
Finance	20.3	17.5	(2.8)
Sign Shop	4.7	4.7	-
<b>TOTAL FTE STAFF</b>	34.1	31.3	(2.8)



## SERVICE DESCRIPTION

**Community safety team**

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 ten (10) themed partnerships that constitute the Croydon strategic partnership and is chaired by the Cabinet Member for Safety and Cohesion. 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 policy action groups (PAGs) 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

**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 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Bereavement Services	706	(25)	(21)	660	(7)
Community Safety Service	2,770	(7)	(320)	2,443	(12)
Commercial Services	1,618	(4)	(389)	1,225	(24)
Trading Standards Service	1,077	(1)	(147)	929	(14)
Pollution	827	(1)	(11)	815	(1)
Family Justice Centre	-	-	461	461	n/a
Safer Croydon	1,049	(1)	200	1,248	19
Public Protection and Crime Trading Accounts	-	(1)	1	-	n/a
<b>TOTAL NET SPEND</b>	<b>8,047</b>	<b>(40)</b>	<b>(226)</b>	<b>7,781</b>	<b>(3)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Bereavement Services	30.7	27.7	(3.0)
Community Safety Service	64.6	66.6	2.0
Commercial Services	23.1	22.9	(0.2)
Trading Standards Service	15.0	14.0	(1.0)
Pollution	10.4	9.4	(1.0)
Family Justice Centre	-	5.0	5.0
Safer Croydon	-	6.6	6.6
Public Protection and Crime Trading Accounts	1.2	1.2	-
<b>TOTAL FTE STAFF</b>	<b>145.0</b>	<b>153.4</b>	<b>8.4</b>

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,899	Employees	6,878	(12)	65	6,931	1
1,410	Premises related expenditure	1,269	-	302	1,571	24
1,169	Supplies and Services	1,162	-	69	1,231	6
369	Third Party Payments	30	-	113	143	377
	Transfer Payments	-	-	-	-	n/a
145	Transport related expenditure	145	-	4	149	3
1,369	Recharges from other services	1,360	-	(33)	1,327	(2)
11,361	<b>TOTAL EXPENDITURE</b>	10,844	(12)	520	11,352	5
(150)	Government Grants	-	-	-	-	n/a
	Area Based Grants	-	-	-	-	n/a
(27)	Other Grants, reimbursements and contributions	-	-	(216)	(216)	n/a
(1,346)	Fees and Charges	(1,366)	(16)	(18)	(1,400)	2
(1,264)	Other Customer and Client Receipts	(1,286)	(12)	(114)	(1,412)	10
	Interest Receivable	-	-	-	-	n/a
(2,317)	Recharges to other services	(2,317)	-	25	(2,292)	(1)
(5,104)	<b>TOTAL INCOME</b>	(4,969)	(28)	(323)	(5,320)	7
6,257	<b>NET CONTROLLABLE COST</b>	5,875	(40)	197	6,032	3
552	Capital Charges	551	-	(111)	440	(20)
	Deferred/Intangible Charges	-	-	-	-	n/a
1,622	Corporate support services bought in	1,621	-	(312)	1,309	(19)
2,174	<b>TOTAL UNCONTROLLABLE COST</b>	2,172	-	(423)	1,749	(19)
8,431	<b>NET COST OF SERVICE</b>	8,047	(40)	(226)	7,781	(3)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,431	<b>TOTAL NET EXPENDITURE</b>	8,047	(40)	(226)	7,781	(3)

\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - agreed pressures / service demands	Ref	
		-
Strategic budget - agreed additional income / savings	Ref	
Review of car allowances		(3)
Deletion of one part-time Street Trading Enforcement Officer		(24)
Deletion of one vacant Assistant Environmental Consultant post		(29)
Cease Consumer Advice Service		(38)
Review of horticultural provision within Bereavement services		(21)
Review of street trading subsidy arrangements		(43)
Rationalise the scope of management functions within bereavement services		(36)
Income from introduction of genealogy research facilities		(1)
Review of street trading licence fees to ensure full cost recovery		(57)
Income from Fixed Penalty Notices		(38)
		(290)
Other resource changes	Ref	
Virements to :-		
Resources and Customer Services - Telephone efficiencies		(5)
- Mail management efficiencies		(1)
- Energy		(6)
Virements from :-		
Chief Executives - Safer Croydon Domestic Violence		474
Chief Executives - Family Justice Centre		25
CYPL - Family Justice Centre		25
DASH - Family Justice Centre		25
Staff changes		(126)
Pensions contributions		49
Insurances		2
Business rates		9
Variation in recharges		(8)
Capital charges		(111)
Corporate support services bought in		(312)
Variation in income		24
		64
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(226)</b>

**SERVICE DESCRIPTION****Streetscene**

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 May 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
- An in-house Direct Services Organisation (DSO) to plan, organise works and maintain staff levels to fulfil obligations
- 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 secure Private Finance Initiative funding; to specify, procure and contract with a service provider for the outsourcing and renewal of the borough's street lighting service.
- 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 BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Street Scene and Highways	9,895	51	367	<b>10,313</b>	4
Waste Management	14,245	176	1,207	<b>15,628</b>	10
Waste Disposal	14,410	22	126	<b>14,558</b>	1
Stubbs Mead Depot Complex	458	2	(15)	<b>445</b>	(3)
Transport Management Client	812	(1)	(128)	<b>683</b>	(16)
Street Services Trading Accounts	-	(6)	6	-	n/a
Parking Services	(6,589)	(85)	423	<b>(6,251)</b>	(5)
Departmental recharges	(458)	-	(2,007)	<b>(2,465)</b>	438
<b>TOTAL NET SPEND</b>	<b>32,773</b>	<b>159</b>	<b>(21)</b>	<b>32,911</b>	<b>0</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Street Scene and Highways	62.1	<b>61.6</b>	(0.5)
Waste Management	9.1	<b>10.1</b>	1.0
Waste Disposal	6.5	<b>6.5</b>	-
Transport Management Client	4.0	<b>4.0</b>	-
Street Services Trading Accounts	49.3	<b>52.3</b>	3.0
Parking Services	146.6	<b>147.8</b>	1.2
<b>TOTAL FTE STAFF</b>	<b>277.6</b>	<b>282.3</b>	<b>3.5</b>

COMMUNITY SERVICES

STREET SERVICES

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
12,195	Employees	11,518	(23)	568	12,063	5
3,293	Premises related expenditure	3,304	19	134	3,457	5
16,578	Supplies and Services	17,388	63	(1,733)	15,718	(10)
17,952	Third Party Payments	17,550	179	122	17,851	2
	Transfer Payments	-	-	-	-	n/a
1,288	Transport related expenditure	1,247	-	77	1,324	6
3,289	Recharges from other services	3,233	-	1,687	4,920	52
54,595	<b>TOTAL EXPENDITURE</b>	54,240	238	855	55,333	2
	Government Grants	-	-	-	-	n/a
	Area Based Grants	-	-	-	-	n/a
(50)	Other Grants, reimbursements and contributions	(50)	-	-	(50)	-
(8,302)	Fees and Charges	(9,707)	(71)	114	(9,664)	(0)
(12,091)	Other Customer and Client Receipts	(12,432)	(8)	(12)	(12,452)	0
	Interest Receivable	-	-	-	-	n/a
(4,407)	Recharges to other services	(4,407)	-	(2,743)	(7,150)	62
(24,850)	<b>TOTAL INCOME</b>	(26,596)	(79)	(2,641)	(29,316)	10
29,745	<b>NET CONTROLLABLE COST</b>	27,644	159	(1,786)	26,017	(6)
1,710	Capital Charges	1,710	-	1,057	2,767	62
	Deferred/Intangible Charges	-	-	-	-	n/a
3,418	Corporate support services bought in	3,419	-	708	4,127	21
5,128	<b>TOTAL UNCONTROLLABLE COST</b>	5,129	-	1,765	6,894	34
34,873	<b>NET COST OF SERVICE</b>	32,773	159	(21)	32,911	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
34,873	<b>TOTAL NET EXPENDITURE</b>	32,773	159	(21)	32,911	0
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						Ref
Increase in dispensations and other income						31
Waste procurement costs						66
LATS Purchase permits						25
Landfill tax						911
Additional landfill costs						535
						1,568
Strategic budget - agreed additional income / savings						Ref
Savings on waste disposal tonnages as a result of waste minimisation strategy						(200)
Savings on waste collection and disposal of illegal trade deposits/fly tipping						(230)
Revenue savings resulting from an increased capital investment to highways maintenance programme						(1,500)
Extension of Controlled Parking Zones in response to residents' requests						(55)
Efficiencies from introduction of new technology in our street scene services						(10)
Increase charges for shop mobility						(13)
Increase in Trade Waste income						(50)
Removal of Vacant Post						(20)
						(2,078)
Other resource changes						Ref
Virements to :-						
Resources and Customer Services - Mail management efficiencies						(2)
- Energy						(16)
Resources and Customer Services - Decant Fell Road to Davis House						(292)
Virements from :-						
DASH - Staff parking						16
CYPL - Staff parking						74
Planning, Regeneration and Conservation - Staff parking						10
Resources and Customer Services - Staff parking						13
Corporate - Staff parking						87
Community Services - Culture and Sports - Green Space contract						356
Staff changes						490
Pensions contributions						83
Variation in running expenses						(75)
Insurances						(7)
Variation in recharges						(1,056)
Street Lighting PFI						(430)
Capital charges						1,057
Corporate support services bought in						708
Sutton waste compensation						(527)
						489
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(21)

# CHILDREN, YOUNG PEOPLE AND LEARNERS

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## DEPARTMENT MISSION STATEMENT

All children, young people and families that live, work or play in the borough will realise their full potential and enjoy equality of opportunity – personal, social, environmental and economic.

## KEY SERVICE TARGETS / PRIORITIES FOR 2010/11

- 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 2008/09	ORIGINAL 2009/10	FORECAST 2009/10	FORECAST 2010/11	% CHANGE
Nursery school pupils	231	230	230	230	-
Primary pupils, including nursery classes	28,593	27,847	27,847	28,262	1
Secondary pupils	16,046	17,752	17,752	14,814	(17)
Special school pupils	574	579	579	601	4
Pupils in pupil referral units	345	304	304	304	-

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2008/09 £000	ORIGINAL 2009/10 £000	FORECAST 2009/10 £000	BUDGET 2010/11 £000	% CHANGE
Employees	321,592	89,522	60,391	92,456	53
Premises related expenditure	28,316	3,103	3,893	2,937	(25)
Supplies and Services	53,094	206,943	25,490	204,459	702
Third Party Payments	64,638	66,167	64,711	62,917	(3)
Transfer Payments	232,861	2,459	2,496	5,554	123
Transport related expenditure	4,428	3,666	3,626	3,650	1
Capital Charges	32,022	15,710	15,711	11,686	(26)
Deferred/Intangible Charges	39	-	-	30	n/a
Corporate support services bought in	26,481	11,196	-	13,291	n/a
Recharges (to) / from other services	(16,923)	1,478	9,205	1,189	(87)
<b>TOTAL EXPENDITURE</b>	<b>746,548</b>	<b>400,244</b>	<b>185,523</b>	<b>398,169</b>	<b>115</b>
Government Grants	(325,100)	(295,344)	(95,412)	(297,822)	212
Area Based Grants	(9,028)	-	-	-	n/a
Other Grants, reimbursements and contributions	(227,203)	(4,131)	-	(4,383)	n/a
Fees and Charges	(105,194)	(7,008)	-	(6,827)	n/a
Other Customer and Client Receipts	(8,041)	(4,436)	-	(4,301)	n/a
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(674,567)</b>	<b>(310,919)</b>	<b>(95,412)</b>	<b>(313,333)</b>	<b>228</b>
<b>NET EXPENDITURE</b>	<b>71,981</b>	<b>89,325</b>	<b>90,111</b>	<b>84,836</b>	<b>(6)</b>
Contributions to / (from) Reserves		0	0	0	n/a
<b>CURRENT BUDGET</b>	<b>73,322</b>		<b>88,611</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>829</b>		<b>1,500</b>		

## TOP FINANCIAL RISKS 2010/11

- 1) Asylum Seeker costs - Changes in grant provision and increasing demand could put pressure on this area (£500k)
- 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 (est. £600k)
- 4) SEN Placements - Demand led volatility could lead to budget pressures (est. £500k)
- 5) CALAT - Close monitoring of budgets to remain within cash limits and Learning Skill Council grant limitations (est. £250k)
- 6) Achievement of vacancy factor. budgets will be monitored closely & mitigating action taken if necessary (est. £250k)

CABINET MEMBER

Councillor Tim Pollard

Children, Young People and Learners

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Dave Hill	Executive Director of Children, Young People and Learners	65787
Alan Potter	Director - Education and Learning	65690
Barbara Peacock	Director - Development and Care	65452
Alison Critchley	Director - Commissioning, Performance and Partnerships	63019

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2009/10  £000's	SERVICE	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
57,599	Development and Care	57,356	136	(995)	56,497	14
0	Individual Schools Budget	-	-	-	-	0
5,967	Education and Learning	6,016	87	717	6,820	(22)
26,545	Commissioning, Performance and Partnership	25,953	(13)	(4,421)	21,519	0
90,111	<b>TOTAL NET SPEND</b>	89,325	210	(4,699)	84,836	(5)

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

SERVICE	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Development and Care	622.2	665.3	43.1
Individual Schools Budget	-	-	-
Education and Learning	364.9	346.0	(18.9)
Commissioning, Performance and Partnership	262.1	262.8	0.7
<b>TOTAL FTE STAFF</b>	1,249.2	1,274.1	24.9

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
60,391	Employees	89,522	168	2,766	<b>92,456</b>	3
3,893	Premises related expenditure	3,103	-	(166)	<b>2,937</b>	(5)
25,490	Supplies and Services	206,943	134	(2,618)	<b>204,459</b>	(1)
64,711	Third Party Payments	66,167	65	(3,315)	<b>62,917</b>	(5)
2,496	Transfer Payments	2,459	-	3,095	<b>5,554</b>	126
3,626	Transport related expenditure	3,666	38	(54)	<b>3,650</b>	(0)
21,781	Recharges from other services	16,770	-	730	<b>17,500</b>	4
<b>182,388</b>	<b>TOTAL EXPENDITURE</b>	<b>388,630</b>	<b>405</b>	<b>438</b>	<b>389,473</b>	<b>0</b>
(95,412)	Government Grants	(295,344)	-	(2,478)	<b>(297,822)</b>	1
-	- Area Based Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	(4,131)	(81)	(171)	<b>(4,383)</b>	6
-	- Fees and Charges	(7,008)	(65)	246	<b>(6,827)</b>	(3)
-	- Other Customer and Client Receipts	(4,436)	(49)	184	<b>(4,301)</b>	(3)
-	- Interest Receivable	-	-	-	-	n/a
(12,576)	Recharges to other services	(15,292)	-	(1,019)	<b>(16,311)</b>	7
<b>(107,988)</b>	<b>TOTAL INCOME</b>	<b>(326,211)</b>	<b>(195)</b>	<b>(3,238)</b>	<b>(329,644)</b>	<b>1</b>

<b>74,400</b>	<b>NET CONTROLLABLE COST</b>	<b>62,419</b>	<b>210</b>	<b>(2,800)</b>	<b>59,829</b>	<b>(4)</b>
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15,711	Capital Charges	15,710	-	(4,024)	<b>11,686</b>	(26)
-	- Deferred/Intangible Charges	-	-	30	<b>30</b>	n/a
-	- Corporate support services bought in	11,196	-	2,095	<b>13,291</b>	19
<b>15,711</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>26,906</b>	<b>-</b>	<b>(1,899)</b>	<b>25,007</b>	<b>(7)</b>

<b>90,111</b>	<b>NET COST OF SERVICE</b>	<b>89,325</b>	<b>210</b>	<b>(4,699)</b>	<b>84,836</b>	<b>(5)</b>
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

<b>90,111</b>	<b>TOTAL NET EXPENDITURE</b>	<b>89,325</b>	<b>210</b>	<b>(4,699)</b>	<b>84,836</b>	<b>(5)</b>
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	3,830
Strategic budget - agreed additional income / savings	(4,250)
	(420)
Other resource changes	(4,279)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(4,699)</b>

## SERVICE DESCRIPTION

**Social Care** - 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.

**Assesment 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 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 and the diversion from care service.

These are then needs to be broken down into:- 1. Assessment & duty service 2. EDT 3. Pembroke 4. Ashcroft 5. Fairfield 6. Support services/ diversion from care

**Children Looked After Service** is responsible for services for children who are looked after where there is no immediate plan for return home. This includes our unaccompanied asylum seeking children and our support to care leavers. Costs relating to UASC's are funded via UK/BA grant arrangements.

This needs to be broken down into:- 1. 0-10 Team 2. 10-18 CLA 3. 10-18 UASC 4. Post 18 Team 5. LACE

**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

This needs to be broken down into:- 1. Fostering 2. Adoption 3. Residential Homes 4. ART - we also agreed that from 1st April all the placement budgets for CLA, excluding UASC's would be going across to ART.

**Youth Offending Service** works with children and young people who are know to the criminal justice system

**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.

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
SEN and Learning Disabilities	26,068	32	191	26,291	1
Social Work and Safeguarding	33,401	92	281	33,774	1
Youth and Social Inclusion	17,368	12	(658)	16,722	(4)
Dedicated Schools Grant	(19,481)		(809)	(20,290)	4
<b>TOTAL NET SPEND</b>	57,356	136	(995)	56,497	(1)

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
SEN and Learning Disabilities	105.0	109.2	4.2
Social Work and Safeguarding	360.8	424.7	63.9
Youth and Social Inclusion	156.4	131.4	(25.0)
<b>TOTAL FTE STAFF</b>	622.2	665.3	43.1

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
32,583	Employees	32,313	85	2,589	34,987	8
1,461	Premises related expenditure	751	-	(21)	730	(3)
7,372	Supplies and Services	6,058	-	(980)	5,078	(16)
57,199	Third Party Payments	58,730	65	128	58,923	0
2,412	Transfer Payments	2,025	-	(253)	1,772	(12)
3,128	Transport related expenditure	3,107	38	(11)	3,134	1
15,285	Recharges from other services	15,491	-	(209)	15,282	(1)
119,440	<b>TOTAL EXPENDITURE</b>	118,475	188	1,243	119,906	1
(54,789)	Government Grants	(52,536)		(3,005)	(55,541)	6
	Area Based Grants				-	n/a
	Other Grants, reimbursements and contributions	(3,591)	(56)	(79)	(3,726)	4
	Fees and Charges	(933)	4		(929)	(0)
	Other Customer and Client Receipts	(60)		(1)	(61)	2
	Interest Receivable	-			-	n/a
(7,052)	Recharges to other services	(9,903)		(919)	(10,822)	9
(61,841)	<b>TOTAL INCOME</b>	(67,023)	(52)	(4,004)	(71,079)	6
57,599	<b>NET CONTROLLABLE COST</b>	51,452	136	(2,761)	48,827	(5)
	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	-			-	n/a
	Corporate support services bought in	5,904	-	1,766	7,670	30
-	<b>TOTAL UNCONTROLLABLE COST</b>	5,904	-	1,766	7,670	30
57,599	<b>NET COST OF SERVICE</b>	57,356	136	(995)	56,497	(1)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
57,599	<b>TOTAL NET EXPENDITURE</b>	57,356	136	(995)	56,497	(1)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
Safer Croydon, Youth Crime						175
Refocus and Reform						1,996
No Recourse to Public Funds						1,500
						3,671
<u>Strategic budget - agreed additional income / savings</u>						
Savings in placements in CWD by more effective placement strategy						(490)
Recommision speech and language therapy, review communication support						(163)
Review Youth Service provision as part of the London Youth Offer						(100)
More targeted approach of the child & Adolescent Mental Health Services						(350)
Rationalise approach to residential service provision						(530)
Increase prevention and diversion from care						(682)
Reduction in the Connexions Service						(519)
Cease Independent Day Care Service provision						(177)
Asylum costs covered by Home Office Grant						(821)
						(3,832)
<u>Other resource changes</u>						Ref
Change in dedicated Schools Grant						(809)
Corporate Recharges						1,702
Recharges from other divisions						(919)
Increase in SEN						610
SEN Transport						80
College payments						(163)
Area Based Grant reduction						(210)
Additional Grant						(1,043)
Other movements						(82)
						(834)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(995)</b>

## SERVICE DESCRIPTION

This page describes the funding that is passed to schools to provide education for pupils from nursery age to post 16. This includes that element of the Dedicated Schools Grant (DSG) from the DCSF together with the Learning and Skills Council 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.

Schools are broken down into the following categories:-

Nursery 4  
 Early years centres 2  
 Infant 15 (14 with nursery provision)  
 Junior 16  
 Primary (infant and junior) 54 (30 with nursery provision)  
 Secondary 11 to 16 community 4, voluntary aided 3, foundation 3.  
 Secondary 11 to 18 voluntary aided 5, foundation 1  
 Special 6 (Covers provision for the all the 4 main types of need)

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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Schools Delegated budget	178,748	-	(5,184)	173,564	(3)
Schools Devolved budget	320	-	-	320	-
Dedicated Schools Grants	(179,068)	-	5,184	(173,884)	(3)
<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
The budgets are delegated and information on staffing levels is not available	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	29,267	-	-	29,267	-
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	186,654	-	(5,184)	181,470	(3)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	215,921	-	(5,184)	210,737	(2)
-	Government Grants	(215,921)	-	5,184	(210,737)	(2)
-	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
-	<b>TOTAL INCOME</b>	(215,921)	-	5,184	(210,737)	(2)

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

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

-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Ref	
		-
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
	Ref	
Change in Dedicated Schools Grant		5,184
Funding to schools		(5,184)
		-
		-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		-

**SERVICE DESCRIPTION**

The new Division: 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 Years and Extended Services, Primary Phase including schools, Secondary Phase including schools and Adult Learning and Training.

The work in the early years 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 known 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.

In this first year, 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Education and Learning	13,130	87	1,379	<b>14,596</b>	11
Dedicated Schools Grant	(7,114)	-	(662)	<b>(7,776)</b>	9
<b>TOTAL NET SPEND</b>	<b>6,016</b>	<b>87</b>	<b>717</b>	<b>6,820</b>	<b>13</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11	CHANGE IN FTE FTE STAFF
Education and Learning	364.9	<b>346.0</b>	<b>(18.9)</b>
<b>TOTAL FTE STAFF</b>	<b>364.9</b>	<b>346.0</b>	<b>(18.9)</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
16,953	Employees	17,202	58	(395)	16,865	(2)
1,584	Premises related expenditure	1,591	-	(145)	1,446	(9)
11,758	Supplies and Services	8,515	97	3,512	12,124	42
5,531	Third Party Payments	5,527	-	(3,140)	2,387	(57)
84	Transfer Payments	434	-	3,348	3,782	771
165	Transport related expenditure	164	-	(41)	123	(25)
2,335	Recharges from other services	608	-	-	608	-
38,410	<b>TOTAL EXPENDITURE</b>	34,041	155	3,139	37,335	10
(32,443)	Government Grants	(24,670)	-	(4,490)	(29,160)	18
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(313)	(20)	(92)	(425)	36
-	Fees and Charges	(3,497)	(44)	237	(3,304)	(6)
-	Other Customer and Client Receipts	(1,291)	(4)	185	(1,110)	(14)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(32,443)	<b>TOTAL INCOME</b>	(29,771)	(68)	(4,160)	(33,999)	14
5,967	<b>NET CONTROLLABLE COST</b>	4,270	87	(1,021)	3,336	(22)
-	Capital Charges	-	-	-	-	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	1,746	-	1,738	3,484	100
-	<b>TOTAL UNCONTROLLABLE COST</b>	1,746	-	1,738	3,484	100
5,967	<b>NET COST OF SERVICE</b>	6,016	87	717	6,820	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,967	<b>TOTAL NET EXPENDITURE</b>	6,016	87	717	6,820	13
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						Ref
Strategic budget - agreed additional income / savings						-
CALAT - withdrawal of provision from some sites						(27)
Other resource changes						Ref
Increase in DSG						(662)
Corporate recharges						1,738
3 and 4 year old childcare funding						(1,697)
Increase in 3 & 4 Year old childcare provision						1,697
Early years grant funding						(2,500)
Reduction in fees and charges						368
Reduction in Premises costs						(145)
Reduction in transport costs						(41)
Other government grants						(3)
Devolved Payments to schools						3,369
Grants to voluntay orgs.						(226)
Reduction in suppliers						(194)
Staffing changes						(581)
Other movements						(379)
						744
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>717</b>

## 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:

**Resources:** The finance function includes all aspects of managing the finance function for the department, including budgeting, monitoring and end of year closedown. The function also includes a buy back service for schools, which manages the individual schools finance function on their behalf. The team also include school cross patrols, which ensure road safety and awareness outside of some schools, and student support, which administers and manages student loan applications for higher education, and the capital assets charge. Also within the resources team is the business support team for the CYPL department. The resources service also 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, and the roll-out of the Contactpoint database. They are also responsible for co-ordinating arrangements to enhance the participation of children and young people.

**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.

**Performance:** The performance team 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.

### MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Commissioning, Performance and Partnership	4,922	(16)	(146)	4,760	(3)
Safeguard / Children Quality Assurance	1,387	5	300	1,692	22
Schools Finance	1,668	(2)	98	1,764	6
Central Finance/SMT/Student Support	1,728	4	(130)	1,602	(7)
Other Finance	17,377	(5)	(4,313)	13,059	(25)
School Crossing Patrol	209	1	36	246	18
Dedicated Schools Grant	(1,338)	-	(266)	(1,604)	20
<b>TOTAL NET SPEND</b>	25,953	(13)	(4,421)	21,519	(17)

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Commissioning, Performance and Partnership	158.0	164.8	6.8
Safeguard / Children Quality Assurance	50.9	47.1	(3.8)
Schools Finance	15.3	15.0	(0.3)
Central Finance/SMT/Student Support	26.6	25.0	(1.6)
School Crossing Patrol	11.3	10.9	(0.4)
<b>TOTAL FTE STAFF</b>	262.1	262.8	0.7

**CHILDREN, YOUNG PEOPLE AND LEARNERS COMMISSIONING, PERFORMANCE AND PARTNERSHIP**

**SUBJECTIVE SUMMARY**

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,855	Employees	10,740	25	572	11,337	6
848	Premises related expenditure	761	-	-	761	-
6,360	Supplies and Services	5,716	37	34	5,787	1
1,981	Third Party Payments	1,910	-	(303)	1,607	(16)
-	Transfer Payments	-	-	-	-	n/a
333	Transport related expenditure	395	-	(2)	393	(1)
4,161	Recharges from other services	671	-	939	1,610	140
24,538	<b>TOTAL EXPENDITURE</b>	20,193	62	1,240	21,495	6
(8,180)	Government Grants	(2,217)	-	(167)	(2,384)	8
-	Area Based Grants	-	-	-	-	-
-	Other Grants, reimbursements and contributions	(227)	(5)	-	(232)	2
-	Fees and Charges	(2,578)	(25)	9	(2,594)	1
-	Other Customer and Client Receipts	(3,085)	(45)	-	(3,130)	1
-	Interest Receivable	-	-	-	-	n/a
(5,524)	Recharges to other services	(5,389)	-	(100)	(5,489)	2
(13,704)	<b>TOTAL INCOME</b>	(13,496)	(75)	(258)	(13,829)	2
10,834	<b>NET CONTROLLABLE COST</b>	6,697	(13)	982	7,666	14
15,711	Capital Charges	15,710	-	(4,024)	11,686	(26)
-	Deferred/Intangible Charges	-	-	30	30	n/a
-	Corporate support services bought in	3,546	-	(1,409)	2,137	(40)
15,711	<b>TOTAL UNCONTROLLABLE COST</b>	19,256	-	(5,403)	13,853	(28)
26,545	<b>NET COST OF SERVICE</b>	25,953	(13)	(4,421)	21,519	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
26,545	<b>TOTAL NET EXPENDITURE</b>	25,953	(13)	(4,421)	21,519	(17)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Electronic web based system for childrens records						159
						159
<u>Strategic budget - agreed additional income / savings</u>						
Voluntary Sector Grants						(156)
Modernisation of working practices in Quality assurance						(50)
Reduction in one post in Student Support						(35)
Reduction In Voluntary Sector Grants						(150)
						(391)
<u>Other resource changes</u>						
Corporate recharges						(1,409)
Increase in DSG						(266)
SEN Transport recharge						(80)
Contact Point grant						99
Reduction in supplies and services						(120)
Pay changes						124
Capital Asset Charges						(4,024)
Deferred Charges						30
Recharges from other divisions						919
Vacancy factor transferred to all divisions						428
Other Movements						110
						(4,189)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(4,421)</b>

**DEPARTMENT FOR ADULT SERVICES & HOUSING**

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## DEPARTMENT MISSION STATEMENT

Enabling Croydon residents to obtain suitable accommodation and appropriate support services to promote health and well-being and to maximise independence and choice

## KEY SERVICE TARGETS / PRIORITIES FOR 2010/11

**Strategic objectives**

We have three overall objectives:

- 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

**Departmental Priorities**

Our priorities are to:

- help people to live as independently as possible by offering bespoke solutions to support individual assessed need through professional support or care services, mostly in the community but also in residential settings, or other forms of assistance in the home to help people stay put and manage independently
- prevent crises or the need for more intensive services by intervening at an early stage and offering universal services
- 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
- promote better and fair access to adult and housing services and join up our services to ensure the most effective customer experience
- make the best use of resources, achieve value for money and balance the budget, and invest in our staff

## KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2008/9	ORIGINAL 2009/10	FORECAST 2009/10	FORECAST 2010/11	% CHANGE
Adults aged 18 to 64 admitted on a permanent basis in the year to residential or nursing care (C73)	0.0	0.4	0.4	0.4	-
Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (C51)	136.3	120.0	120.0	140.0	17
Percentage of items of equipment and adaptations delivered within 7 working days (D54)	99.0%	99.0%	98.0%	98.0%	-
Numbers in Temporary Accommodation (at year end)	1,503	1,250	1,250	1,100	(12)
Number of Families in Bed and Breakfast for more than 6 weeks (at year end)	0	0	0	0	n/a

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2008/9 £000	ORIGINAL 2009/10 £000	FORECAST 2009/10 £000	BUDGET 2010/11 £000	% CHANGE
Employees	39,095	41,962	40,991	42,261	3
Premises related expenditure	8,244	10,423	8,742	6,006	(31)
Supplies and Services	8,263	4,565	4,673	4,523	(3)
Third Party Payments	75,191	76,502	78,858	74,911	(5)
Transfer Payments	1,797	2,072	2,059	2,132	4
Transport related expenditure	846	839	929	773	(17)
Capital Charges	552	662	662	266	(60)
Deferred/intangible Charges	4,822	2,650	2,650	2,669	1
Corporate support services bought in	9,651	12,135	12,137	11,227	(8)
Recharges (to) / from other services	1,228	(1,070)	(920)	(2,649)	188
<b>TOTAL EXPENDITURE</b>	<b>149,689</b>	<b>150,740</b>	<b>150,781</b>	<b>142,119</b>	<b>(6)</b>
Government Grants	(16,973)	(17,163)	(18,101)	(6,684)	(63)
Area Based Grants	(6,269)	-	(214)	-	(100)
Other Grants, reimbursements and contributions	(14,093)	(14,735)	(14,511)	(14,643)	1
Fees and Charges	(7,645)	(7,335)	(7,004)	(7,044)	1
Other Customer and Client Receipts	(8,059)	(9,909)	(8,554)	(4,205)	(51)
Interest Receivable	(33)	(12)	(12)	(20)	67
<b>TOTAL INCOME</b>	<b>(53,072)</b>	<b>(49,154)</b>	<b>(48,396)</b>	<b>(32,596)</b>	<b>(33)</b>
<b>NET EXPENDITURE</b>	<b>96,616</b>	<b>101,586</b>	<b>102,384</b>	<b>109,520</b>	<b>7</b>
Contributions to / (from) Reserves		-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>97,295</b>		<b>101,931</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(679)</b>		<b>453</b>		

## TOP FINANCIAL RISKS 2010/11

- 1) Non achievement of the service transformation changes.
- 2) Non achievement of service efficiencies.
- 3) National introduction of Free Personal Care services from 1/10/10.
- 4) Significant increase in demand for services due to economic down-turn.
- 5) Reduction in income collected due to current economic climate

## DEPARTMENT FOR ADULT SERVICES &amp; HOUSING

## SERVICE SUMMARY

## CABINET MEMBER

Councillor Lindsay Frost	Health and Adult Social Care
Councillor Dudley Mead	Housing

## 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
Alan Matthews	Director - Housing Needs and Allocation	62717
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 2009/10 £000's	SERVICE	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
1,348	Asset and Renewals	1,351	4	23	1,378	2
136	Housing Management	136	-	(54)	82	(40)
2,199	Housing Needs and Options	2,089	7	1,656	3,752	80
42,167	Older People, Physical Disabilities and Sensory Imp	42,551	245	(2,655)	40,141	(6)
13,877	Resources	14,012	406	(1,343)	13,075	(7)
3,294	Strategy and Performance	2,690	7	505	3,202	19
39,363	Younger Adults	38,757	551	8,586	47,893	24
102,384	<b>TOTAL NET SPEND</b>	101,584	<b>1,220</b>	<b>6,717</b>	<b>109,521</b>	<b>8</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
	Asset and Renewals	47.3	50.4
Housing Management	1.0	-	(1.0)
Housing Needs and Options	52.9	52.1	(0.8)
Older People, Physical Disabilities and Sensory Impairment	594.2	589.9	(4.3)
Resources	43.4	44.1	0.6
Strategy and Performance	34.3	36.2	1.9
Younger Adults	296.8	285.7	(11.1)
<b>TOTAL FTE STAFF</b>	<b>1,069.9</b>	<b>1,058.4</b>	<b>(11.5)</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
40,991	Employees	41,962	242	57	42,261	1
8,742	Premises related expenditure	10,423	-	(4,416)	6,006	(42)
4,673	Supplies and Services	4,565	(1)	(41)	4,523	(1)
78,858	Third Party Payments	76,502	473	(2,064)	74,911	(2)
2,059	Transfer Payments	2,072	11	49	2,132	3
929	Transport related expenditure	839	-	(66)	773	(8)
3,645	Recharges from other services	2,284	-	1,435	3,719	63
139,897	<b>TOTAL EXPENDITURE</b>	138,647	725	(5,046)	134,326	(3)
(18,101)	Government Grants	(17,163)	-	10,479	(6,684)	(61)
(214)	Area Based Grants	-	-	-	-	n/a
(14,511)	Other Grants, reimbursements and contributions	(14,735)	206	(114)	(14,643)	(1)
(7,004)	Fees and Charges	(7,335)	300	(9)	(7,044)	(4)
(8,554)	Other Customer and Client Receipts	(9,909)	(11)	5,715	(4,205)	(58)
(12)	Interest Receivable	(12)	-	(8)	(20)	67
(4,565)	Recharges to other services	(3,354)	-	(3,014)	(6,368)	90
(52,962)	<b>TOTAL INCOME</b>	(52,509)	495	13,049	(38,965)	(26)
86,935	<b>NET CONTROLLABLE COST</b>	86,138	1,220	8,003	95,361	11
662	Capital Charges	662	-	(396)	266	(60)
2,650	Deferred/Intangible Charges	2,650	-	19	2,669	1
12,137	Corporate support services bought in	12,135	-	(908)	11,227	(7)
15,449	<b>TOTAL UNCONTROLLABLE COST</b>	15,446	-	(1,285)	14,161	(8)
102,384	<b>NET COST OF SERVICE</b>	101,584	1,220	6,717	109,521	8
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
102,384	<b>TOTAL NET EXPENDITURE</b>	101,584	1,220	6,717	109,521	8
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - pressures / service demands						Ref
Strategic budget - additional income / savings						Ref
						(3,007)
Other resource changes						Ref
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						9,724
						6,717

## SERVICE DESCRIPTION

Statutory services include drainage, public health, pest control, houses in multiple occupation licensing, remedy of category 1 hazards in privately owned and rented dwellings, disabled facilities grants.

Other services include remedy of category 2 hazards in privately owned and rented dwellings, inspection of privately owned and rented dwellings for various purposes, discretionary grants/loans to owners, private tenants and landlords, home safety, gardening and minor repairs services for vulnerable persons, energy efficiency works, empty properties, major adaptations to council houses, agency services.

This Division also supports the Business Continuity Plan, Flu Pandemic Plan, Adult Social Services asset management and health and safety.

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Enforcement	870	2	31	903	4
Renewal	292	4	13	309	6
Operational Support	189	(2)	(21)	166	(12)
<b>TOTAL NET SPEND</b>	<b>1,351</b>	<b>4</b>	<b>23</b>	<b>1,378</b>	<b>2</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Enforcement	22.8	20.8	(2.0)
Renewal	21.1	23.6	2.5
Operational Support	2.0	3.7	1.7
Director	1.4	2.4	1.0
<b>TOTAL FTE STAFF</b>	<b>47.3</b>	<b>50.4</b>	<b>3.2</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
1,991	Employees	1,914	7	172	2,093	9
831	Premises related expenditure	861		(8)	853	(1)
387	Supplies and Services	363		(6)	357	(2)
47	Third Party Payments	46		(17)	29	(37)
-	Transfer Payments	-			-	n/a
83	Transport related expenditure	69		(1)	68	(1)
83	Recharges from other services	83			83	-
3,423	<b>TOTAL EXPENDITURE</b>	3,336	7	140	3,483	4
(166)	Government Grants	(166)			(166)	-
-	Area Based Grants	-			-	-
(77)	Other Grants, reimbursements and contributions	(77)	2	(2)	(77)	-
-	Fees and Charges	(412)	(1)	1	(412)	-
(598)	Other Customer and Client Receipts	(149)	(4)	(179)	(332)	123
-	Interest Receivable	-			-	n/a
(1,610)	Recharges to other services	(1,558)		(65)	(1,623)	4
(2,451)	<b>TOTAL INCOME</b>	(2,362)	(3)	(245)	(2,610)	10
971	<b>NET CONTROLLABLE COST</b>	974	4	(105)	873	(10)
108	Capital Charges	108		11	119	10
-	Deferred/Intangible Charges	-			-	n/a
269	Corporate support services bought in	269		117	386	43
377	<b>TOTAL UNCONTROLLABLE COST</b>	377	-	128	505	34
1,348	<b>NET COST OF SERVICE</b>	1,351	4	23	1,378	2
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,348	<b>TOTAL NET EXPENDITURE</b>	1,351	4	23	1,378	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Restructure of Council's 'Staying Put' home improvement agency to attract additional external funding						(53)
Downsizing of the Enforcement section by 1 vacant post						(39)
Reshape the SAFE project, HANDY person and Home Safety Service to drive out efficiencies in functions that help people continue to live safely at home						(57)
						(149)
<u>Other resource changes</u>						Ref
Increase in uncontrollable costs						128
Increase in various recharges, primarily those to capital						(65)
Additional staffing funded by additional income and transfer of funding from Housing Management and other divisions						109
						172
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>23</b>

## 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Miscellaneous Properties	(2)	-	-	(2)	-
Caravan Site	29	-	(54)	(25)	(184)
Neighbourhood Wardens	109	-	-	109	-
<b>TOTAL NET SPEND</b>	136	0	(54)	82	(40)

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Miscellaneous Properties	0.0	0.0	-
Caravan Site	1.0	0.0	(1.0)
Neighbourhood Wardens	0.0	0.0	-
Directorate	0.0	0.0	-
<b>TOTAL FTE STAFF</b>	1.0	-	(1.0)

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
1	Employees	1		(1)	-	(100)
61	Premises related expenditure	61		(51)	10	(84)
5	Supplies and Services	5			5	-
50	Third Party Payments	50		(50)	-	(100)
2	Transfer Payments	2			2	-
-	Transport related expenditure	-			-	n/a
109	Recharges from other services	109			109	-
228	<b>TOTAL EXPENDITURE</b>	228	-	(102)	126	(45)
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and Contributions	-			-	n/a
-	Fees and Charges	-			-	n/a
(92)	Other Customer and Client Receipts	(92)		48	(44)	(52)
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(92)	<b>TOTAL INCOME</b>	(92)	-	48	(44)	(52)

136	<b>NET CONTROLLABLE COST</b>	136	-	(54)	82	(40)
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

136	<b>NET COST OF SERVICE</b>	136	-	(54)	82	(40)
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

136	<b>TOTAL NET EXPENDITURE</b>	136	-	(54)	82	(40)
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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	
Net changes in provision of services at Latham's Way caravan site							(54)
							(54)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>							<b>(54)</b>

**SERVICE DESCRIPTION**

The Housing

Needs and Options Division is made up of the following sections:

Housing Options and Advice : this section provides 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 provides advice to private tenants and landlords in addressing harassment and illegal eviction, with a specialist role in tackling racial harassment regardless of tenure.

Housing Supply and Mobility: manages the housing and transfer registers, verifying cases for allocation of Council housing (and nomination to housing associations). It promotes home ownership through right-to-buy, assisted private purchase and social homebuy schemes

Homeless Persons section: 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.

Procurement section: 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.

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Housing Supply	155	1	(6)	150	(3)
Housing Options and Advice	625	2	-	627	0
Homeless Persons & Temporary Accommodation	1,216	4	1,706	2,926	141
Directorate	93	-	(44)	49	(47)
<b>TOTAL NET SPEND</b>	2,089	7	1,656	3,752	80

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Housing Supply	4.90	4.93	0.0
Housing Options and Advice	14.20	13.33	(0.9)
Homeless Persons & Temporary Accommodation	33.80	33.50	(0.3)
Directorate	-	0.35	0.4
<b>TOTAL FTE STAFF</b>	52.9	52.10	(0.8)

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,019	Employees	1,865	7	4	1,876	1
6,187	Premises related expenditure	7,896		(4,269)	3,627	(54)
492	Supplies and Services	634		(124)	510	(20)
696	Third Party Payments	998		(90)	908	(9)
-	Transfer Payments	-		-	-	n/a
4	Transport related expenditure	10		-	10	(3)
118	Recharges from other services	30		178	208	588
9,516	<b>TOTAL EXPENDITURE</b>	11,433	7	(4,301)	7,139	(38)
(667)	Government Grants	(616)		50	(566)	(8)
-	- Area Based Grants	-		-	-	n/a
-	- Other Grants Reimbursements and Contributions	-		-	-	n/a
216	Fees and Charges	-		-	-	n/a
(7,161)	Other Customer and Client Receipts	(9,024)		5,901	(3,123)	(65)
-	- Interest Receivable	-		-	-	n/a
(39)	Recharges to other services	(39)		(135)	(174)	341
(7,652)	<b>TOTAL INCOME</b>	(9,679)	-	5,816	(3,863)	(60)
1,864	<b>NET CONTROLLABLE COST</b>	1,754	7	1,515	3,276	87
-	- Capital Charges	-		-	-	n/a
-	- Deferred/Intangible Charges	-		-	-	n/a
335	Corporate support services bought in	335		141	476	42
335	<b>TOTAL UNCONTROLLABLE COST</b>	335	-	141	476	42
2,199	<b>NET COST OF SERVICE</b>	2,089	7	1,656	3,752	80
	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
	Contributions to / (from) Capital Reserves:	-		-	-	n/a
	Financing of Capital Expenditure	-		-	-	n/a
	Provision for Repayment of External Loans	-		-	-	n/a
	Contribution to / (from) General Balances	-		-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,199	<b>TOTAL NET EXPENDITURE</b>	2,089	7	1,656	3,752	80
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
Successful Single Status appeal for 22 HNO posts						22
						22
<u>Strategic budget - agreed additional income / savings</u>						Ref
Review of Housing register (band 4/5)						(2)
Changes to Landlord deposit scheme by introducing a bond						(150)
Reduce hostel maintenance and repair provision						(30)
Deletion of 0.5 FTE vacant Housing Registration Officers post (primarily HRA funded)						(1)
Delete vacant Lennard Rd support worker post using floating support						(26)
Restructure of Management Team						(50)
						(259)
<u>Other resource changes</u>						Ref
Effect of changes in Housing Benefit						1,745
Net effect of recharges to and from other services						43
Reduction in grant income						50
Increase in uncontrolled costs						141
Reduction in miscellaneous and other expenses						(86)
						1,893
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,656</b>

## 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Older Peoples Service	32,997	191	(2,245)	30,943	(6)
Physical Disability Service	9,554	54	(410)	9,199	(4)
<b>TOTAL NET SPEND</b>	42,551	245	(2,655)	40,142	(6)

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2009/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Older Peoples Service	499.6	505.0	5.4
Physical Disability Service	94.6	84.9	(9.7)
<b>TOTAL FTE STAFF</b>	594.2	589.9	(4.3)

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
21,150	Employees	21,745	115	(422)	21,438	(1)
1,254	Premises related expenditure	1,152	-	(41)	1,111	(4)
1,804	Supplies and Services	1,862	(1)	(62)	1,799	(3)
27,353	Third Party Payments	26,984	174	(1,821)	25,337	(6)
1,469	Transfer Payments	1,493	8	1	1,502	1
525	Transport related expenditure	409	-	(2)	407	(0)
190	Recharges from other services	14	-	162	176	1,157
53,745	<b>TOTAL EXPENDITURE</b>	53,658	296	(2,185)	51,769	(4)
(4,735)	Government Grants	(4,396)	-	1,385	(3,011)	(32)
-	Area Based Grants	-	-	-	-	
(706)	Other Grants, reimbursements and contributions	(721)	7	-	(714)	(1)
(4,521)	Fees and Charges	(4,591)	(51)	4	(4,638)	1
(543)	Other Customer and Client Receipts	(489)	(7)	(121)	(617)	26
(12)	Interest Receivable	(12)	-	(8)	(20)	67
(1,131)	Recharges to other services	(968)	-	(1,675)	(2,643)	173
(11,648)	<b>TOTAL INCOME</b>	(11,177)	(51)	(415)	(11,643)	4

42,096	<b>NET CONTROLLABLE COST</b>	42,480	245	(2,600)	40,125	(6)
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71	Capital Charges	70	-	(55)	15	(79)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
71	<b>TOTAL UNCONTROLLABLE COST</b>	70	-	(55)	15	(79)

42,167	<b>NET COST OF SERVICE</b>	42,551	245	(2,655)	40,141	(6)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

42,167	<b>TOTAL NET EXPENDITURE</b>	42,551	245	(2,655)	40,141	(6)
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - pressures / service demands	600
Strategic budget - additional income / savings	(3,046)
	(2,446)
Change in capital asset and deferred charges	(62)
Other resource changes	(148)
	(210)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(2,656)</b>

## 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, 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. Detailed assessments of need are undertaken and community packages of care e.g. home care, technology, respite, day care and meals on wheels are designed and commissioned. 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 person 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 2009/10 the Homes for the Future programme has introduced Heavers Court and Fellowes Court will start producing full benefits. This scheme is being funded through a £39m PFI source. During 2010/11 two further facilities will open.

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
In-House Services	6,607	36	(2,321)	4,322	(35)
PFI Homes	3,225	42	2,347	5,614	74
Older Adults - Mental Health	4,060	19	157	4,236	4
Commissioned Services	15,036	73	(2,375)	12,734	(15)
Care Management	4,069	21	(53)	4,037	(1)
<b>TOTAL NET SPEND</b>	<b>32,997</b>	<b>191</b>	<b>(2,245)</b>	<b>30,943</b>	<b>(6)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
In-House Services	250.2	163.8	(86.4)
PFI Homes	95.3	193.5	98.2
Older Adults - Mental Health	36.9	29.4	(7.5)
Commissioned Services	27.1	27.1	0.0
Care Management	90.2	91.1	0.9
<b>TOTAL FTE STAFF</b>	<b>499.6</b>	<b>505.0</b>	<b>5.3</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
17,782	Employees	18,121	90	(53)	18,158	0
1,039	Premises related expenditure	939		(19)	920	(2)
1,806	Supplies and Services	1,725	(1)	(58)	1,666	(3)
22,174	Third Party Payments	22,194	149	(1,763)	20,580	(7)
357	Transfer Payments	447	2	1	450	1
360	Transport related expenditure	294		1	295	0
189	Recharges from other services	14		162	176	1,157
43,708	<b>TOTAL EXPENDITURE</b>	43,733	240	(1,729)	42,244	(3)
(4,689)	Government Grants	(4,350)		1,385	(2,965)	(32)
-	Area Based Grants	-			-	n/a
(676)	Other Grants, reimbursements and contributions	(684)	6		(678)	(1)
(4,317)	Fees and Charges	(4,310)	(48)	(35)	(4,393)	2
(485)	Other Customer and Client Receipts	(489)	(7)	(121)	(617)	26
(12)	Interest Receivable	(12)		(8)	(20)	67
(1,116)	Recharges to other services	(953)		(1,675)	(2,628)	176
(11,296)	<b>TOTAL INCOME</b>	(10,798)	(49)	(454)	(11,301)	5
32,412	<b>NET CONTROLLABLE COST</b>	32,935	191	(2,183)	30,943	(6)
62	Capital Charges	62		(62)	-	(100)
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
62	<b>TOTAL UNCONTROLLABLE COST</b>	62	-	(62)	-	(100)
32,474	<b>NET COST OF SERVICE</b>	32,997	191	(2,245)	30,943	(6)
	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
	Contributions to / (from) Capital Reserves:	-		-	-	n/a
	Financing of Capital Expenditure	-		-	-	n/a
	Provision for Repayment of External Loans	-		-	-	n/a
	Contribution to / (from) General Balances	-		-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
32,474	<b>TOTAL NET EXPENDITURE</b>	32,997	191	(2,245)	30,943	(6)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Ref						
Demographic increase of older people with mental health problems						300
Reduction in income due to lower client based						300
						600
<u>Strategic budget - agreed additional income / savings</u>						
Ref						
Savings following the completion of the final two Homes for the Future developments						(396)
Commercialise and Personalise						(1,275)
Review of the model of care provided in residential and special sheltered services						(500)
Restructuring of provider services budgets and the funding arrangements for funding the PoP bus						(68)
Reconfigure Sheltered Housing and Careline services						(474)
Increase charge for meals in-line with neighbouring boroughs						(5)
Implement more efficient processes to collect support charges in sheltered housing						(28)
						(2,746)
<u>Other resource changes</u>						
Ref						
Reduction in capital charges						(62)
Minor increases in various income streams						(37)
						(99)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,245)</b>

## 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).

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Commissioned Services	7,096	35	(408)	6,723	(5)
Joint Equipment Service	907	11	(11)	907	0
Joint Occupational Therapy Service	1,551	8	9	1,568	1
<b>TOTAL NET SPEND</b>	<b>9,554</b>	<b>54</b>	<b>(410)</b>	<b>9,199</b>	<b>(4)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Commissioned Services	44.4	34.7	(9.7)
Joint Equipment Service	14.2	14.2	-
Joint Occupational Therapy Service	36.0	36.0	-
<b>TOTAL FTE STAFF</b>	<b>94.6</b>	<b>84.9</b>	<b>(9.7)</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,367	Employees	3,624	25	(369)	3,280	(9)
215	Premises related expenditure	213		(22)	191	(10)
(3)	Supplies and Services	137		(4)	133	(3)
5,179	Third Party Payments	4,790	25	(58)	4,757	(1)
1,112	Transfer Payments	1,046	6	0	1,052	1
165	Transport related expenditure	116		(3)	113	(3)
1	Recharges from other services	-			-	n/a
10,037	<b>TOTAL EXPENDITURE</b>	9,925	56	(456)	9,525	(4)
(46)	Government Grants	(46)			(46)	0
-	Area Based Grants	-			-	
(30)	Other Grants, reimbursements and contributions	(37)	1		(36)	(3)
(204)	Fees and Charges	(281)	(3)	39	(245)	(13)
(58)	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(15)	Recharges to other services	(15)			(15)	-
(353)	<b>TOTAL INCOME</b>	(379)	(2)	39	(342)	(10)

9,684	<b>NET CONTROLLABLE COST</b>	9,546	54	(417)	9,183	(4)
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9	Capital Charges	8		7	15	88
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
9	<b>TOTAL UNCONTROLLABLE COST</b>	8	-	7	15	88

9,693	<b>NET COST OF SERVICE</b>	9,554	54	(410)	9,198	(4)
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

9,693	<b>TOTAL NET EXPENDITURE</b>	9,554	54	(410)	9,198	(4)
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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		(300)
Re-commission residential services for people with a physical disabilities			(300)
<u>Other resource changes</u>	Ref		(110)
Net additional savings resulting from re-commissioning of services			(110)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>			<b>(410)</b>

## 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Strategic Finance	12,706	397	(1,162)	11,941	(6)
Operational Finance	795	4	10	808	2
Resources	511	6	(191)	326	(36)
				-	
				-	
<b>TOTAL NET SPEND</b>	14,012	406	(1,343)	13,075	(7)

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Strategic Finance	9	12.84	3.8
Operational Finance	21.9	22.71	0.8
Resources	12.5	8.5	(4.0)
<b>TOTAL FTE STAFF</b>	43.4	44.1	0.7

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,759	Employees	1,268	45	475	1,788	41
0	Premises related expenditure	-			-	n/a
320	Supplies and Services	316		(38)	278	(12)
90	Third Party Payments	111	4	(1)	114	3
-	Transfer Payments	-			-	n/a
22	Transport related expenditure	32		(29)	3	(91)
134	Recharges from other services	(965)		965	-	(100)
2,325	<b>TOTAL EXPENDITURE</b>	762	49	1,372	2,183	186
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
(82)	Other Grants, reimbursements and contributions	(84)			(84)	-
(494)	Fees and Charges	(358)	357	(173)	(174)	(51)
(32)	Other Customer and Client Receipts	(70)		38	(32)	(54)
-	Interest Receivable	-			-	n/a
(1,877)	Recharges to other services	(288)		(958)	(1,246)	333
(2,486)	<b>TOTAL INCOME</b>	(800)	357	(1,093)	(1,536)	92
(161)	<b>NET CONTROLLABLE COST</b>	(38)	406	279	647	(1,803)
234	Capital Charges	234		(238)	(4)	(102)
2,630	Deferred/Intangible Charges	2,630		(30)	2,600	(1)
11,175	Corporate support services bought in	11,186		(1,354)	9,832	(12)
14,038	<b>TOTAL UNCONTROLLABLE COST</b>	14,050	-	(1,622)	12,428	(12)
13,877	<b>NET COST OF SERVICE</b>	14,012	406	(1,343)	13,075	(7)
	Contributions to / (from) Earmarked Reserves				-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
13,877	<b>TOTAL NET EXPENDITURE</b>	14,012	406	(1,343)	13,075	(7)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Reduce Welfare Benefits service						(50)
						(50)
<u>Other resource changes</u>						Ref
Reduction in uncontrolled costs						(1,622)
Net Increase in charges from and to other areas and reallocation of efficiencies held centrally in Resources						191
Additional income from PCT and other to fund additional staffing and commercial rents transferred from Strategy and Performance						(173)
Additional staff costs funded by additional income, allocation of 2009/10 growth bid and re-allocation of efficiency						475
Transfer of contracts team to Resources & Customer services						(164)
						(1,293)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,343)</b>

**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 maintenance of a resident participation framework

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

The division also has the departmental lead for the development and implementation of Self Directed Support , the new model for social care

Safeguarding is responsible for safeguarding co ordination and service audit.

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Divisional Directorate	313	2	258	573	83
Healthy Croydon	182	1	(10)	173	(5)
Learning & Development	698	-	12	710	2
Performance & Quality Assurance	337	1	7	345	2
Safeguarding Adults	286	2	3	291	2
Service Development	76	-	7	83	9
Strategy & Communication	798	1	228	1,027	29
<b>TOTAL NET SPEND</b>	<b>2,690</b>	<b>7</b>	<b>505</b>	<b>3,202</b>	<b>19</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Divisional Directorate	6.2	5.3	(0.9)
Healthy Croydon	2.5	3.0	0.5
Learning & Development	0.0	0.0	-
Performance & Quality Assurance	9.6	8.0	(1.6)
Safeguarding Adults	6.5	9.0	2.5
Service Development	0	0.3	0.3
Strategy & Communication	9.5	10.6	1.1
			-
			-
			-
			-
<b>TOTAL FTE STAFF</b>	<b>34.3</b>	<b>36.2</b>	<b>1.9</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,438	Employees	2,735	7	(54)	2,688	(2)
19	Premises related expenditure	6		13	19	217
911	Supplies and Services	778		(19)	759	(2)
693	Third Party Payments	552		64	616	12
-	Transfer Payments	-		-	-	n/a
6	Transport related expenditure	9		-	9	(2)
165	Recharges from other services	57		(39)	18	(68)
4,231	<b>TOTAL EXPENDITURE</b>	4,136	7	(35)	4,108	(1)
(1,184)	Government Grants	(1,141)		-18.00	(1,159)	2
(51)	Area Based Grants	-			-	
(227)	Other Grants, reimbursements and contributions	(95)		5.00	(90)	(5)
110	Fees and Charges	-			-	
-	Other Customer and Client Receipts	(32)		32.00	-	(100)
-	Interest Receivable	-			-	n/a
105	Recharges to other services	(488)		349.00	(139)	(71)
(1,246)	<b>TOTAL INCOME</b>	(1,756)	-	368	(1,388)	(21)

2,985	<b>NET CONTROLLABLE COST</b>	2,380	7	333	2,720	14
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-	Capital Charges	-		-	-	n/a
-	Deferred/Intangible Charges	-		-	-	n/a
310	Corporate support services bought in	309		172	481	56
310	<b>TOTAL UNCONTROLLABLE COST</b>	309	-	172	481	56

3,294	<b>NET COST OF SERVICE</b>	2,690	7	505	3,202	19
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3,294	<b>TOTAL NET EXPENDITURE</b>	2,690	7	505	3,202	19
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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	
Cease contribution to the London Housing Unit							(13)
Cease production of calendar and reduce frequency of 'Open House' from 4 publications per annum to 3							(6)
More efficient production of the Departmental Plan							(2)
Recharge a relevant element of the cost of performance data collection to the HRA							(41)
							(62)
<u>Other resource changes</u>						Ref	
Increase in uncontrolled costs							172
Net increase in recharges to and from other services							310
Transfer of commercial rent properties to Resources							32
Net reduction in income							19
Increase in uncontrolled costs							34
Net increase in third party payments							
							567
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>							<b>505</b>

## LEARNING DISABILITY, MENTAL HEALTH AND SOCIAL INCLUSION

Service descriptions are shown within the relevant service areas.

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Learning Disability	26,839	455	122	27,416	2
Mental Health	9,383	61	(665)	8,779	(6)
Social Inclusion	2,253	33	227	2,513	12
Supporting People	282	2	8,902	9,186	3,157
<b>TOTAL NET SPEND</b>	<b>38,757</b>	<b>551</b>	<b>8,586</b>	<b>47,893</b>	<b>24</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Learning Disability	161.7	157.3	(4.4)
Mental Health	88.7	80.6	(8.1)
Social Inclusion	35.4	37.3	1.9
Supporting People	11.0	10.5	(0.5)
<b>TOTAL FTE STAFF</b>	<b>296.8</b>	<b>285.7</b>	<b>(11.1)</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
11,634	Employees	12,435	61	(117)	12,379	(0)
389	Premises related expenditure	447	-	(60)	386	(14)
753	Supplies and Services	608	-	208	816	34
49,930	Third Party Payments	47,762	295	(149)	47,908	0
588	Transfer Payments	577	3	48	628	9
289	Transport related expenditure	309	-	(34)	275	(11)
2,846	Recharges from other services	2,957	-	169	3,126	6
66,430	<b>TOTAL EXPENDITURE</b>	65,094	359	65	65,517	1
(11,349)	Government Grants	(10,845)	-	9,062	(1,783)	(84)
(163)	Area Based Grants	-	-	-	-	n/a
(13,418)	Other Grants, reimbursements and contributions	(13,758)	197	(117)	(13,678)	(1)
(2,316)	Fees and Charges	(1,974)	(5)	159	(1,820)	(8)
(126)	Other Customer and Client Receipts	(52)	-	(4)	(56)	8
-	Interest Receivable	-	-	-	-	n/a
(13)	Recharges to other services	(12)	-	(530)	(542)	4,378
(27,386)	<b>TOTAL INCOME</b>	(26,642)	192	8,570	(17,880)	(33)

39,044	<b>NET CONTROLLABLE COST</b>	38,452	551	8,635	47,637	24
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249	Capital Charges	249	-	(114)	135	(46)
20	Deferred/Intangible Charges	20	-	49	69	n/a
49	Corporate support services bought in	35	-	16	51	46
318	<b>TOTAL UNCONTROLLABLE COST</b>	305	-	(49)	256	(16)

39,363	<b>NET COST OF SERVICE</b>	38,757	551	8,586	47,893	24
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

39,363	<b>TOTAL NET EXPENDITURE</b>	38,757	551	8,586	47,893	24
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - pressures / service demands	1,953
Strategic budget - additional income / savings	(2,016)
	(63)
Change in capital asset and deferred charges	8,649
Other resource changes	8,649
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	8,586

## 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 2009/10, Croydon PCT contributed £14.4 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 2009/10 the Council served 1200 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 220 clients aged 18 to 25 in 2009/10. Services for younger clients are planned and coordinated by the Transitions Team which spans the Joint Community Learning Disability Team and Children's Services.

To complement the independent sector, the Council provides day services through four Resource Bases and Cherry Orchard Day Centre and respite services at Craignish Avenue and Heather Way, for 250 adults with learning disabilities, together with a thriving Shared Lives Scheme, where over 80 clients with learning disabilities live with support from trained carers in supportive lodgings and family homes. In 2009/10 a further 197 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, 450 had funded residential or nursing home placements and a further 14 were in hospital services. The percentage from minority ethnic groups is 30% which is similar to the percentage of the Croydon population as a whole.

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
In-House Services	3,877	23	(166)	3,735	(4)
Care Packages	20,865	407	255	21,526	3
Commissioning Services	2,098	25	33	2,156	3
<b>TOTAL NET SPEND</b>	<b>26,840</b>	<b>455</b>	<b>122</b>	<b>27,417</b>	<b>2</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
In-House Services	103.2	98.9	(4.3)
Commissioned Services and Care Management	58.5	58.4	(0.1)
<b>TOTAL FTE STAFF</b>	<b>161.7</b>	<b>157.3</b>	<b>(4.4)</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
6,119	Employees	6,207	31	5	6,243	1
161	Premises related expenditure	193		(9)	184	(5)
419	Supplies and Services	371		(36)	335	(10)
33,751	Third Party Payments	33,522	247	(8)	33,761	1
513	Transfer Payments	434	2	73	509	17
217	Transport related expenditure	218		(22)	196	(10)
119	Recharges from other services	129		(8)	121	(6)
41,300	<b>TOTAL EXPENDITURE</b>	41,074	280	(5)	41,349	1
(1,073)	Government Grants	(506)		32	(474)	(6)
-	Area Based Grants	-			-	n/a
(12,164)	Other Grants, reimbursements and contributions	(12,432)	175	24	(12,233)	(2)
(1,296)	Fees and Charges	(1,366)		155	(1,211)	
(117)	Other Customer and Client Receipts	(48)		(3)	(51)	6
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(14,651)	<b>TOTAL INCOME</b>	(14,352)	175	208	(13,969)	(3)
26,649	<b>NET CONTROLLABLE COST</b>	26,721	455	203	27,379	2
119	Capital Charges	119		(81)	38	(68)
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
119	<b>TOTAL UNCONTROLLABLE COST</b>	119	-	(81)	38	(68)
26,768	<b>NET COST OF SERVICE</b>	26,840	455	122	27,417	2
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
26,768	<b>TOTAL NET EXPENDITURE</b>	26,840	455	122	27,417	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
Demographic growth and transition clients from CYPL						1,400
						1,400
<u>Strategic budget - agreed additional income / savings</u>						Ref
Closure of furniture removals service						(15)
Transitions clients - ongoing efficiencies from prior budgets						(150)
Re-tendering of domiciliary support service						(80)
Implement outcome based contracts through re-design of services						(60)
Strengthen review function in the 'Joint Community Team' to accelerate efficiency program through the reduction of placement costs						(300)
Savings in care packages budgets through improving respite provision						(100)
Amalgamate and co-locate Croydon Adult Placement Service (CAPS) user and carer support						(40)
Merger of new Older People's transition service in Younger Adults with a day centre						(30)
Savings in procurement of transport						(80)
Implement more efficient working practices at Heathfield Rd						(45)
						(900)
<u>Other resource changes</u>						Ref
Reduction in capital asset charge						(81)
Supporting people funding						(230)
Reductions in other running expenses						(67)
						(378)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>122</b>

## 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 wishing to live independently but not alone. 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.

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.

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.

In addition to the services provided by IAMHS Adult Social Services and Croydon PCT jointly commission other mental health services to address social care need from independent sector organisations including Imagine, Mind in Croydon, Rethink, The Association for Pastoral Care in Mental Health, and the service user group Hear Us. The services provided comprise drop-ins, a job skills workshop, volunteering, befriending and social networking services, a furniture donation and delivery project, welfare benefits, counselling, advocacy, information and carers support services.

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
In-House Services	416	3	56	475	14.2
Commissioned Services and Care Management	8,382	56	(442)	7,996	(4.6)
Day Services	586	2	(279)	309	(47.3)
<b>TOTAL NET SPEND</b>	<b>9,384</b>	<b>61</b>	<b>(665)</b>	<b>8,780</b>	<b>(6)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
In-House Services	14.2	14.7	0.5
Commissioned Services and Care Management	62.0	61.0	(1.0)
Day Services	12.5	4.9	(7.6)
<b>TOTAL FTE STAFF</b>	<b>88.7</b>	<b>80.6</b>	<b>(8.1)</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,412	Employees	3,832	19	(299)	3,552	(7)
170	Premises related expenditure	199		(54)	145	(27)
94	Supplies and Services	109		(17)	92	(16)
7,414	Third Party Payments	6,395	40	(243)	6,192	(3)
88	Transfer Payments	98	1	(10)	89	(9)
54	Transport related expenditure	75		(10)	65	(13)
13	Recharges from other services	12			12	(1)
11,246	<b>TOTAL EXPENDITURE</b>	10,720	60	(634)	10,147	(5)
(407)	Government Grants	(372)			(372)	-
-	Area Based Grants	-			-	n/a
(552)	Other Grants, reimbursements and contributions	(440)	6	(113)	(547)	24
(822)	Fees and Charges	(609)	(5)	4	(610)	
(9)	Other Customer and Client Receipts	(4)		(1)	(5)	25
-	Interest Receivable	-			-	n/a
(13)	Recharges to other services	(12)		12	-	(100)
(1,802)	<b>TOTAL INCOME</b>	(1,437)	1	(98)	(1,534)	7

9,443	<b>NET CONTROLLABLE COST</b>	9,284	61	(732)	8,613	(7)
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81	Capital Charges	81		17	98	21
20	Deferred/Intangible Charges	20		49	69	245
-	Corporate support services bought in	-			-	n/a
101	<b>TOTAL UNCONTROLLABLE COST</b>	101	-	66	167	65

9,544	<b>NET COST OF SERVICE</b>	9,384	61	(665)	8,780	(6)
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

9,544	<b>TOTAL NET EXPENDITURE</b>	9,384	61	(665)	8,780	(6)
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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	
Rebalance accommodation provision for Older Adults with mental health problems between residential care and extra care housing		(41)
Mental Health redesign programme in the Integrated Adult Mental Health Services by implementing 3 new Supporting People units		(375)
Strengthen community service options and re-design provision for people with a mental health problem		(234)
Rationalisation of single homeless provision		(6)
Deletion of Equalities post		(70)
		(726)
<u>Other resource changes</u>		
	Ref	
Increase in capital and deferred charges		66
Net minor changes in costs		(5)
		61
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(665)</b>

## 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.

## CROYDON EMPLOYMENT &amp; SUPPORT SERVICE (CESS)

CESS works with adults with disabilities to support them in finding and maintaining paid and unpaid employment. CESS works with all service user groups (eg. Mental Health, Learning Disability, Long term health conditions, Physical and Sensory Disability).

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Substance Misuse	528	22	(64)	486	(8)
HIV & Adults in Need Management	842	7	554	1,403	67
Commissioning	-	-	-	-	n/a
	883	4	(263)	624	(29)
<b>TOTAL NET SPEND</b>	<b>2,253</b>	<b>33</b>	<b>227</b>	<b>2,513</b>	<b>12</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Substance Misuse	18.0	18.0	-
HIV & Adults in Need	10.0	11.0	1.0
Commissioned Services and Care Management	7.4	8.3	0.9
<b>TOTAL FTE STAFF</b>	<b>35.4</b>	<b>37.3</b>	<b>1.9</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
1,668	Employees	1,900	9	199	2,108	11
58	Premises related expenditure	56	-	3	59	6
197	Supplies and Services	85	-	279	364	328
2,211	Third Party Payments	1,652	8	(9)	1,651	(0)
(13)	Transfer Payments	45		(15)	30	(33)
18	Transport related expenditure	15		(2)	13	(13)
238	Recharges from other services	206			206	-
4,376	<b>TOTAL EXPENDITURE</b>	3,958	17	455	4,430	12
(778)	Government Grants	(870)		(68)	(938)	8
(163)	Area Based Grants	-			-	n/a
(702)	Other Grants, reimbursements and contributions	(885)	16	(28)	(897)	1
-	Fees and Charges	-			-	
-	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-		(82)	(82)	n/a
(1,643)	<b>TOTAL INCOME</b>	(1,755)	16	(178)	(1,917)	9

2,733	<b>NET CONTROLLABLE COST</b>	2,203	33	277	2,513	14
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50	Capital Charges	50		(50)	-	(100)
-	Deferred/Intangible Charges	-			-	n/a
14	Corporate support services bought in	-			-	n/a
64	<b>TOTAL UNCONTROLLABLE COST</b>	50	-	(50)	-	(100)

2,796	<b>NET COST OF SERVICE</b>	2,253	33	227	2,513	12
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2,796	<b>TOTAL NET EXPENDITURE</b>	2,253	33	227	2,513	12
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Ref	
Additional funding for people with no recourse to public funds		553
		553
<u>Strategic budget - agreed additional income / savings</u>		
	Ref	
Re-commission and re-design of Croydon Employment Support Service		(125)
Efficiency savings across substance misuse care packages through use of more community options and less residential care		(35)
Implement Communities and Local Government (CLG) efficiency tool for Supporting People over various client groups		(200)
Deletion of dual diagnosis post		(30)
		(390)
<u>Other resource changes</u>		
	Ref	
Funding for staff transferred from other areas		114
Reduction in capital charges		(50)
		64
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>227</b>

## SERVICE DESCRIPTION

Supporting People leads the commissioning of supported housing, and housing related services, for vulnerable people. Over 4000 people directly benefit from SP grant 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, and to ensure compliance with national performance and outcome monitoring systems, and service partnership governance arrangements.

The Section leads on Local Authority Area Agreement target 30: " Supporting vulnerable adults needing care" / National Indicator 141: "Percentage of vulnerable people achieving 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Supporting People Admin	481	1	(85)	397	(17)
Supporting People	(200)	1	8,986	8,787	(4,494)
<b>TOTAL NET SPEND</b>	281	2	8,901	<b>9,184</b>	3,168

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Supporting People	11.0	10.5	(0.5)
<b>TOTAL FTE STAFF</b>	11.0	<b>10.5</b>	<b>(0.5)</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
436	Employees	497	2	(22)	477	(4)
0	Premises related expenditure	-			-	n/a
43	Supplies and Services	42		(18)	24	(44)
6,555	Third Party Payments	6,192		111	6,303	2
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	1			1	-
2,476	Recharges from other services	2,610		177	2,787	7
9,509	<b>TOTAL EXPENDITURE</b>	9,343	2	248	9,592	3
(9,091)	Government Grants	(9,098)		9,098	(1)	(100)
-	Area Based Grants	-			-	n/a
-	Other Grants Reimbursements and Contributions	-			-	n/a
(199)	Fees and Charges	-			-	n/a
-	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-		(460)	(460)	n/a
(9,289)	<b>TOTAL INCOME</b>	(9,097)	-	8,638	(460)	(95)

220	<b>NET CONTROLLABLE COST</b>	245	2	8,885	9,132	3,627
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
35	Corporate support services bought in	35		16	51	45
35	<b>TOTAL UNCONTROLLABLE COST</b>	35	-	16	51	45

255	<b>NET COST OF SERVICE</b>	281	2	8,901	9,184	3,168
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

255	<b>TOTAL NET EXPENDITURE</b>	281	2	8,901	9,184	3,168
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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	
Supporting people grant now included as part of mainstream funding		8,952
Increased in uncontrolled costs		16
Minor reductions in a number of areas		(67)
		8,901
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>8,901</b>

# PLANNING, REGENERATION & CONSERVATION

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**DEPARTMENT MISSION STATEMENT**

We are committed to maintaining and improving the economic and social well-being of all of the people in the Borough within a sustainable, safe and high quality environment.

**KEY SERVICE TARGETS / PRIORITIES FOR 2010/11**

- 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 2008/9	ORIGINAL 2009/10	FORECAST 2009/10	FORECAST 2010/11	% CHANGE
Building applications processed	2,458	2,500	2,400	2,400	-
Planning applications processed	2,526	3,000	2,700	2,700	-
Net additional homes provided	1,520	903	1,653	903	(45)
Average sick days per FTE	4.5	6.0	6.0	6.0	

**FINANCIAL PERFORMANCE**

DESCRIPTION	ACTUAL 2008/9 £000	ORIGINAL 2009/10 £000	FORECAST 2009/10 £000	BUDGET 2010/11 £000	% CHANGE
Employees	10,214	9,153	9,579	10,310	8
Premises related expenditure	336	312	336	305	(9)
Supplies and Services	3,352	1,714	4,196	1,791	(57)
Third Party Payments	1,060	1,404	5,155	8,539	66
Transfer Payments	-	-	-	-	n/a
Transport related expenditure	578	159	156	130	(17)
Capital Charges	10	1,437	1,852	389	(79)
Deferred/Intangible Charges	46	415	-	7	n/a
Corporate support services bought in	1,284	2,451	4,623	2,969	(36)
Recharges (to) / from other services	(83)	(1,839)	(3,787)	(2,406)	(36)
<b>TOTAL EXPENDITURE</b>	<b>16,798</b>	<b>15,206</b>	<b>22,111</b>	<b>22,034</b>	<b>(0)</b>
Government Grants	(583)	(99)	(191)	(400)	109
Area Based Grants	(87)	-	-	-	n/a
Other Grants, reimbursements and contributions	(1,712)	-	(14)	-	(100)
Fees and Charges	(2,954)	(3,366)	(3,065)	(3,269)	7
Other Customer and Client Receipts	(2,803)	(813)	(170)	(669)	293
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(8,139)</b>	<b>(4,279)</b>	<b>(3,441)</b>	<b>(4,338)</b>	<b>26</b>
<b>NET COST OF SERVICE</b>	<b>8,660</b>	<b>10,927</b>	<b>18,670</b>	<b>17,696</b>	<b>(5)</b>
Contributions to / (from) Reserves	-	-	(159)	-	(100)
<b>CURRENT BUDGET</b>	<b>8,486</b>		<b>18,510</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(4)</b>		<b>0</b>		

**TOP FIVE FINANCIAL RISKS 2010/11**

- 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 (£300k)
- 2) Strong co-ordination and programme management of Engineering, Transportation and Development team recharges to capital and other project budgets to fund new structure (est. £250k)
- 3) Failure to secure adequate level of the new Housing & Planning Delivery Grant, which is used to improve the planning process. A drop in performance will have a negative impact on future levels of funding (est. £250K)
- 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 Jason Pery	Cabinet Member for Planning
Councillor Phil Thomas	Cabinet Member for Environment & Highways
Councillor Steve O'Connell	Cabinet Member for Regeneration

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
Vacant	Director - Economy and Sustainability	65558

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2009/10  £000's		ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
4,760	Planning & Building Control	3,790	(15)	639	4,414	16
5,713	Regeneration and Infrastructure	5,442	(12)	(933)	4,497	(17)
8,197	Economy & Sustainability	1,490	1	7,187	8,678	482
-	Business Management	205	(0)	(98)	107	(48)
-	Trading Account - Building Control	-	(13)	13	-	n/a
18,670	<b>TOTAL NET SPEND</b>	10,927	(39)	6,808	17,696	62

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

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Planning & Building Control	99.0	101.0	2.0
Regeneration and Infrastructure	61.0	70.0	9.0
Economy & Sustainability	16.2	19.0	2.8
Business Management	6.0	9.0	3.0
Trading Account - Building Control	-	-	-
<b>TOTAL FTE STAFF</b>	182.2	199.0	16.8

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,579	Employees	9,153	(19)	1,175	10,310	13
336	Premises related expenditure	312	-	(7)	305	(2)
4,196	Supplies and Services	1,714	0	77	1,791	5
5,155	Third Party Payments	1,404	12	7,124	8,539	508
-	Transfer Payments	-	-	-	-	n/a
156	Transport related expenditure	159	-	(29)	130	(18)
(307)	Recharges from other departments	2,006	-	1,516	3,521	76
19,116	<b>TOTAL EXPENDITURE</b>	14,748	(6)	9,855	24,596	67
(191)	Government Grants	(99)	-	(301)	(400)	304
-	Area Based Grants	-	-	-	-	n/a
(14)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,065)	Fees and Charges	(3,366)	(20)	117	(3,269)	(3)
(170)	Other Customer and Client Receipts	(813)	(12)	156	(669)	(18)
-	Interest Receivable	-	-	-	-	n/a
(3,480)	Recharges to other services	(3,844)	-	(2,083)	(5,927)	54
(6,921)	<b>TOTAL INCOME</b>	(8,123)	(33)	(2,110)	(10,265)	26

12,194	<b>NET CONTROLLABLE COST</b>	6,625	(39)	7,745	14,331	116
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1,852	Capital Charges	1,437	-	(1,048)	389	(73)
-	Deferred/Intangible Charges	415	-	(408)	7	(98)
4,623	Corporate support services bought in	2,451	-	519	2,969	21
6,475	<b>TOTAL UNCONTROLLABLE COST</b>	4,303	-	(937)	3,365	(22)

18,670	<b>NET COST OF SERVICE</b>	10,927	(39)	6,808	17,696	62
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(159)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(159)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

18,510	<b>TOTAL NET EXPENDITURE</b>	10,927	(39)	6,808	17,696	62
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - agreed pressures / service demands		313
Strategic budget - agreed additional income / savings		(398)
Other resource changes		(85)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>6,808</b>

**SERVICE DESCRIPTION**

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

**Planning Control**

Advising the Council on planning and advertisement applications, providing statements and evidence on appeals against the Council's planning decisions, investigating complaints relating to planning matters, and the enforcement of planning control. Other activities include the preparation of tree preservation orders, dealing with applications to carry out works to "protected" trees, and handling applications for consent to alter or demolish buildings of special architectural or historic interest. The service is subject to challenging national performance targets set by the DCLG

**Building Control**

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, and is shown separately in Section 5. Non trading account elements include a 24 hour dangerous structure service and enforcement against breaches of building regulations.

**Spatial Planning**

This function is responsible for the development and review of the Croydon Plan, analysis of physical, economic and environmental design aspects of development and providing advice to the planning process.

It also contains the Council's Urban Design functions, which advises on the environmental design aspect of development. The team prepares environmental improvement schemes, feasibility studies and development briefs. Advice is also provided on Conservation Areas and "listed" buildings and the environmental design aspects of planning applications. A survey service is also provided.

**Directorate**

Strategic management of Planning, Regeneration and Conservation department.

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Building Control	520	(6)	(28)	485	(7)
PBC Directorate	167	(0)	(167)	-	(100)
Planning Control	1,616	(7)	192	1,802	11
Spatial Planning	1,487	(2)	642	2,127	43
<b>TOTAL NET SPEND</b>	<b>3,790</b>	<b>(15)</b>	<b>639</b>	<b>4,414</b>	<b>16</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE
Building Control	23.0	24.0	1.0
PBC Directorate	1.0	1.0	-
Development Control	53.0	51.0	(2.0)
Spatial Planning	22.0	25.0	3.0
<b>TOTAL FTE STAFF</b>	<b>99.0</b>	<b>101.0</b>	<b>2.0</b>

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,842	Employees	4,502	(12)	243	4,733	5
0	Premises related expenditure	-			-	n/a
722	Supplies and Services	683	0	0	684	0
28	Third Party Payments	26			26	(1)
-	Transfer Payments	-			-	n/a
100	Transport related expenditure	82		(6)	76	(7)
	Recharges from other services	150		821	971	549
5,692	<b>TOTAL EXPENDITURE</b>	5,442	(11)	1,059	6,490	19
-	Government Grants	(99)			(99)	-
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(2,401)	Fees and Charges	(1,798)	(3)	107	(1,693)	(6)
(24)	Other Customer and Client Receipts	(47)	(1)	11	(37)	(22)
-	Interest Receivable	-			-	n/a
(1,227)	Recharges to other services	(1,209)		(322)	(1,531)	27
(3,652)	<b>TOTAL INCOME</b>	(3,153)	(3)	(203)	(3,360)	7

2,040	<b>NET CONTROLLABLE COST</b>	2,289	(15)	856	3,130	37
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181	Capital Charges	179		(179)	-	(100)
-	Deferred/Intangible Charges	-			-	n/a
2,539	Corporate support services bought in	1,322		(38)	1,284	(3)
2,720	<b>TOTAL UNCONTROLLABLE COST</b>	1,501	-	(217)	1,284	(14)

4,760	<b>NET COST OF SERVICE</b>	3,790	(15)	639	4,414	16
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(97)	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
(97)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

4,663	<b>TOTAL NET EXPENDITURE</b>	3,790	(15)	639	4,414	16
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Ref	
Shortfall of Pre-application income		107
Replace loss of income on sales from public on various statutory publications		11
		118
<u>Strategic budget - agreed additional income / savings</u>		
	Ref	
Reduction in Planning Enforcement and Trees team		(40)
Delivery of Phase 2 restructure to deliver corporate objectives		246
		206
<u>Other resource changes</u>		
	Ref	
Movement between Departments - Support Services /Legal & RCS		(50)
Review of Capital Charges		(179)
Change to Corporate Support Services allocated to Directorate		(38)
Additional Pension contribution		40
Adjustment to Corporate legal charges contract		2
Departmental charge to reflect allocation of support costs to front line teams		540
		315
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>639</b>

SERVICE DESCRIPTION

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

**Engineering**

This unit is combined of the Road Safety and Highways 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 Highways function undertakes duties relating to highways and drainage 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.

**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 from major construction projects to commercial development; 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 the co-ordination of the developers forum and 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 the delivery of the council's major construction programme including the initiation 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. It also manages and delivers the council's ward based community project fund (CPF).

**Housing Development**

The team aims to maximise the supply of affordable homes in the borough and lead on several areas relating to housing supply including:

- Undertaking a strong enabling role with RSLs to deliver substantial National Affordable Housing Programmes in Croydon
- Negotiating the level of affordable housing provided by private developers through S106 planning policy requirements
- Delivering the council new build phase 1 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
- Championing a partnership approach to working with an enabling function developing links including RSLs, inclusion in the south west sub region partnership housing corporation and internal partnership working

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Regeneration & Infrastructure Directorate	246	(1)	(245)	-	(100)
Corporate Estate and Infrastructure	1,601	(17)	(554)	1,030	(36)
Engineering	3,229	3	(1,048)	2,184	(32)
Urban Regeneration Vehicle & Development	366	1	590	958	162
Housing Development and Growth Partnerships	-	1	324	325	n/a
<b>TOTAL NET SPEND</b>	<b>5,442</b>	<b>(12)</b>	<b>(933)</b>	<b>4,497</b>	<b>(17)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Regeneration & Infrastructure Directorate	1.0	1.0	-
Corporate Estate & Infrastructure	18.0	24.0	6.0
Engineering	42.0	25.0	(17.0)
Urban Regeneration Vehicle & Development	-	9.0	9.0
Housing Development and Growth Partnerships	-	11.0	11.0
<b>TOTAL FTE STAFF*</b>	<b>61.0</b>	<b>70.0</b>	<b>9.0</b>

\*Please note: the increase in overall staff numbers is due to the Phase 1 restructure, which moved functions into the Department during 2009/10

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,526	Employees	3,484	(8)	324	3,800	9
333	Premises related expenditure	312		(7)	305	(2)
966	Supplies and Services	844		55	899	7
788	Third Party Payments	1,365	12	-	1,377	1
-	Transfer Payments	-			-	n/a
55	Transport related expenditure	63		(12)	51	(19)
-	Recharges from other services	849		196	1,045	23
5,669	<b>TOTAL EXPENDITURE</b>	6,918	4	556	7,477	8
(191)	Government Grants	-		(211)	(211)	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(664)	Fees and Charges	(459)	(5)	0	(464)	1
(145)	Other Customer and Client Receipts	(750)	(11)	145	(617)	(18)
-	Interest Receivable	-			-	n/a
(2,187)	Recharges to other services	(2,410)		(317)	(2,727)	13
(3,187)	<b>TOTAL INCOME</b>	(3,620)	(16)	(383)	(4,019)	11
2,481	<b>NET CONTROLLABLE COST</b>	3,298	(12)	173	3,458	5
1,643	Capital Charges	1,127		(1,104)	22	(98)
-	Deferred/Intangible Charges	415		(415)	-	(100)
1,589	Corporate support services bought in	603		414	1,017	69
3,232	<b>TOTAL UNCONTROLLABLE COST</b>	2,144	-	(1,105)	1,039	(52)
5,713	<b>NET COST OF SERVICE</b>	5,442	(12)	(933)	4,497	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,713	<b>TOTAL NET EXPENDITURE</b>	5,442	(12)	(933)	4,497	(17)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Reduction in Commercial rental income						144
Replace loss of income on sales from public on various statutory publications						1
						145
<u>Strategic budget - agreed additional income / savings</u>						
Delivery of Phase 2 restructure to deliver corporate objectives						(956)
						(956)
<u>Other resource changes</u>						
Movement between Departments - Support Services /Legal/RCS						457
Review of Capital Charges						(1,105)
Increase in Corporate Support Services						402
Additional Pension Contribution						29
Departmental charge to reflect allocation of support costs to front line teams						502
Adjustment to Insurance Budget						7
Adjustment to corporate Legal Charges Contract						1
Review of Deferred Charges						(415)
						(122)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(933)</b>

SERVICE DESCRIPTION

<p><b>Economic Development</b> The service will be responsible for promotion and delivery of economic development initiatives for Croydon, in partnership with the public, private and third sectors. This will include working with the Economic Development Partnership (EDP) to implement and review the Economic Development Strategy; developing a co-ordinated Skills and Employment Strategy; contributing to key LAA targets; and providing a client side function for the borough's new Economic Development Company</p> <p><b>Sustainable Development Team</b> 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.</p> <p><b>Strategic Transport</b> 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.</p> <p><b>Strategic Finance</b> The provision of strategic and operation financial support to service managers, DMT and Cabinet members, integration of the department's finances into corporate processes.</p> <p><b>Directorate</b> Strategic management of the Economy &amp; Sustainability Division.</p>
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MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
	2009/10 (A) £000's	Inflation (B) £000's	Other (C) £000's	2010/11 (D) £000's	
Economy and Environment Directorate	165	(0)	(164)	1	(100)
Sustainable Development	424	(0)	487	911	115
PRC Directorate	191	2	(193)	0	(100)
Strategic Finance	448	(0)	(448)	(0)	(100)
Transport Strategy	262	0	93	354	35
Economic Strategy	0	0	7,412	7,412	n/a
<b>TOTAL NET SPEND</b>	<b>1,490</b>	<b>1</b>	<b>7,187</b>	<b>8,678</b>	<b>482</b>

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE
Economy & Environment Directorate	1.0	1.0	-
PRC Directorate	1.0	1.0	-
Sustainable Development	6.2	5.0	(1.2)
Strategic Finance	5.0	6.0	1.0
Transport Strategy	3.0	3.0	-
Economic Strategy	-	3.0	3.0
<b>TOTAL FTE STAFF</b>	<b>16.2</b>	<b>19.0</b>	<b>2.8</b>

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,211	Employees	974	1	319	1,295	33
2	Premises related expenditure	-			-	n/a
2,508	Supplies and Services	130		23	152	17
4,339	Third Party Payments	10		7,125	7,135	71,250
-	Transfer Payments	-			-	n/a
2	Transport related expenditure	12		(10)	3	(76)
(307)	Recharges from other services	-		420	420	n/a
7,755	<b>TOTAL EXPENDITURE</b>	1,126	1	7,877	9,005	700
-	Government Grants	-		(89)	(89)	n/a
-	Area Based Grants	-			-	n/a
(14)	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	(10)		10	-	(100)
(2)	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(66)	Recharges to other services	(225)		(923)	(1,148)	410
(82)	<b>TOTAL INCOME</b>	(235)	-	(1,002)	(1,237)	427

7,673	<b>NET CONTROLLABLE COST</b>	891	1	6,875	7,768	771
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29	Capital Charges	128		239	367	187
-	Deferred/Intangible Charges	-		7	7	n/a
496	Corporate support services bought in	471		66	537	14
524	<b>TOTAL UNCONTROLLABLE COST</b>	599	-	312	911	52

8,197	<b>NET COST OF SERVICE</b>	1,490	1	7,187	8,678	482
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(62)	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
(62)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

8,135	<b>TOTAL NET EXPENDITURE</b>	1,490	1	7,187	8,678	482
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Shortfall of Pre-Application Income	10
		10
<u>Strategic budget - agreed additional income / savings</u>		
	Delivery of Phase 2 restructure to deliver corporate objectives	258
	Reduction in Transport Strategy Team	(41)
	Reduction in Economic Strategy Team	(40)
		177
<u>Other resource changes</u>		
	Movement between Departments - Transfer of LEGI from CEO's	6,862
	Review of Capital Charges	239
	Review of Deferred Charges	7
	Increase in Corporate Support Services	66
	Additional Pension Contribution	8
	Adjustment to Corporate legal Charges Contract	-
	Adjustment to Corporate insurance budget	1
	Departmental charge to reflect allocation of support costs to front line teams	(601)
	Allocation of Area Based Grant - LEGI	418
		7,000
	<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>7,187</b>

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 (PIs, LSP Targets, Service Plans 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 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 Disability Forum.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	0 % CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Policy and Performance	128	0	(128)	(0)	(100)
Accessibility Advice	77	(0)	31	107	40
<b>TOTAL NET SPEND</b>	<b>205</b>	<b>(0)</b>	<b>(98)</b>	<b>107</b>	<b>(48)</b>

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Policy & Performance	5.0	8.0	3.0
Accessibility Advice	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	<b>6.0</b>	<b>9.0</b>	<b>3.0</b>

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	193	(0)	289	481	149
-	Premises related expenditure	-			-	n/a
-	Supplies and Services	8		(2)	6	(26)
-	Third Party Payments	3		(1)	2	(22)
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	2		(1)	1	(48)
-	Recharges from other services	(59)		65	6	(110)
-	<b>TOTAL EXPENDITURE</b>	147	(0)	350	496	238
-	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	-		(521)	(521)	n/a
-	<b>TOTAL INCOME</b>	-	-	(521)	(521)	n/a
-	<b>NET CONTROLLABLE COST</b>	147	(0)	(171)	(25)	(117)
-	Capital Charges	3		(3)	-	(100)
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	55		76	131	137
-	<b>TOTAL UNCONTROLLABLE COST</b>	59	-	73	131	123
-	<b>NET COST OF SERVICE</b>	205	(0)	(98)	107	(48)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	205	(0)	(98)	107	(48)

\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Training Budget to replace reliance on HPGD income	40
	40
<u>Strategic budget - agreed additional income / savings</u>	
Delivery of Phase 2 restructure to deliver corporate objectives	175
	175
<u>Other resource changes</u>	
Movement between Departments - Support Services and Legal Services & RCS	69
Review of Capital Charges	(3)
Increase in Corporate Support Services	76
Additional Pension Contribution	1
Departmental charge to reflect allocation of support costs to front line teams	(456)
	(313)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(98)</b>

**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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Building Control Trading Account	-	(13)	13	-	n/a
<b>TOTAL NET SPEND</b>	-	(13)	13	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Building Control Trading Account	-	-	-
Staffing numbers are included within Planning & Development Services on page 1.1			-
<b>TOTAL FTE STAFF</b>	-	-	-

**SUBJECTIVE SUMMARY**

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (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	1,066		13	1,079	1
-	<b>TOTAL EXPENDITURE</b>	1,115	-	13	1,128	1
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	(1,099)	(13)		(1,112)	1
-	Other Customer and Client Receipts	(16)	(0)		(16)	3
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
-	<b>TOTAL INCOME</b>	(1,115)	(13)	-	(1,128)	1

-	<b>NET CONTROLLABLE COST</b>	-	(13)	13	-	n/a
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

-	<b>NET COST OF SERVICE</b>	-	(13)	13	-	n/a
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

-	<b>TOTAL NET EXPENDITURE</b>	-	(13)	13	-	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	
Increased recharge from Building Control to reflect revised budget		13
		13
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>13</b>

# RESOURCES & CUSTOMER SERVICES

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**RESOURCES & CUSTOMER SERVICES  
DEPARTMENT MISSION STATEMENT**

**DEPARTMENT OVERVIEW**

To deliver recognised excellent and cost effective customer, performance, transformation and financial services which lead and add value to the council's key strategies and objectives and which in turn meet the needs of our residents, businesses and visitors.

Our vision is that:

Our department will be one that embraces change, is based on a customer service philosophy and is forward thinking. It will be a listening and learning environment which is performance driven, based on strong team working.

We will lead and empower and will be assured of our future success based on our strong track record. We will be relationship builders across the organisation and with our partners; we will have strong governance that will facilitate change.

Our communication will be open and will be face to face. Our foundation will be based on professionalism recognising the strength in our skills. It will be a supporting environment and when we achieve success we will always celebrate our achievements together.

**KEY SERVICE TARGETS / PRIORITIES FOR 2010/11**

1. Deliver the customer services improvement strategy driving up customer satisfaction across all services and embedding effective customer engagement;
2. Deliver the Efficiency and Improvement strategy by continuing to embed the efficiency culture, drive service improvement, deliver VFM opportunities across the council through the RELEASE & DELIVER programme, and drive up public perception of value for money;
3. Further embed the performance management culture ensuring the delivery of the LAA & improving the public's awareness that the council delivers value for money services;
4. Ensure that we deliver the office transformation programme preparing the council for its new headquarters; and
5. Deliver the council's Financial Strategy ensuring financial stability underpins the services delivered to residents and customers.

**KEY VOLUME INDICATORS**

DESCRIPTION	ACTUAL 2008/09	ORIGINAL 2009/10	FORECAST 2009/10	FORECAST 2010/11	% CHANGE
Debts Raised	17,000	34,000	25,000	<b>26,000</b>	4
Audit Days Delivered	1,739	1,740	1,737	<b>1,740</b>	0
Insurance Claims received.	644	760	760	<b>760</b>	-
No of Benefit Claimants	33,750	36,500	35,000	<b>37,000</b>	6
Council Tax Dwellings	142,193	144,703	143,950	<b>145,841</b>	1
Housing Benefit : number of days to assess new claim	22	18	20	<b>18</b>	(10)
Average sick days per FTE	9.68	5	8.83	<b>9</b>	

**FINANCIAL PERFORMANCE**

DESCRIPTION	ACTUAL 2008/09 £000	ORIGINAL 2009/10 £000	FORECAST 2009/10 £000	BUDGET 2010/11 £000	% CHANGE
Employees	24,923	25,046	24,203	<b>25,280</b>	4
Premises related expenditure	8,007	7,150	7,891	<b>7,881</b>	(0)
Supplies and Services	7,392	8,669	10,138	<b>9,934</b>	(2)
Third Party Payments	27,146	26,504	27,870	<b>26,822</b>	(4)
Transfer Payments	198,105	204,198	205,578	<b>234,381</b>	14
Transport related expenditure	89	106	100	<b>93</b>	(7)
Capital Charges	966	1,136	1,178	<b>1,982</b>	68
Deferred/Intangible Charges	925	42	-	<b>738</b>	n/a
Corporate support services bought in	(32,757)	(35,207)	28	<b>(37,256)</b>	(133,157)
Recharges (to) / from other services	(1,244)	(2,167)	(39,670)	<b>(2,920)</b>	(93)
<b>TOTAL EXPENDITURE</b>	<b>233,554</b>	<b>235,479</b>	<b>237,316</b>	<b>266,936</b>	<b>12</b>
Government Grants	(205,820)	(211,767)	-	<b>(238,110)</b>	n/a
Area Based Grant	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(12,783)	(4,875)	-	<b>(5,748)</b>	n/a
Fees and Charges	(1,749)	(2,254)	(219,078)	<b>(2,335)</b>	(99)
Other Customer and Client Receipts	(2,779)	(2,269)	(12)	<b>(1,086)</b>	8,950
Interest Receivable	(94)	(135)	(135)	<b>(120)</b>	(11)
<b>TOTAL INCOME</b>	<b>(223,225)</b>	<b>(221,300)</b>	<b>(219,225)</b>	<b>(247,399)</b>	<b>13</b>

<b>NET EXPENDITURE</b>	<b>10,329</b>	<b>14,179</b>	<b>18,091</b>	<b>19,538</b>	<b>8</b>
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Contributions to / (from) Reserves		662	595	<b>(120)</b>	<b>(120)</b>
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<b>CURRENT BUDGET</b>	<b>16,143</b>		<b>19,047</b>		
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(516)</b>		<b>(361)</b>		
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**TOP FIVE FINANCIAL RISKS 2010/11**

- 1) Delivery of agreed additional income/savings for 2010/11 (£2,958m)
- 2) Collection of Housing Benefit Overpayments (£0.3m) and Court Cost Income (£0.3m)
- 3) Potential delays in restructure of STSS
- 4) Successful completion of P2P project
- 5) Unification of the Finance function

**RESOURCES & CUSTOMER SERVICES**
**SERVICE SUMMARY**
**CABINET MEMBERS**

Councillor Sara Baskford, Cabinet Member for Resources & Customer Services
Councillor Dudley Mead, Cabinet Member for Housing & Deputy Leader (Finance)

**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 2009/10 £000's	SERVICE	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(6)	Corporate Financial Services	(61)	(18)	144	65	(207)
5,005	Customer Services	5,115	(68)	484	5,531	8
8,423	Concessionary Fares	8,423	-	1,004	9,427	12
(390)	Performance	(395)	(8)	112	(291)	(26)
839	Transformation & Support Services	(941)	134	1,398	591	(163)
4,815	Building Schools for Future	2,700	-	1,395	4,095	52
18,686	<b>TOTAL NET SPEND</b>	14,841	40	4,537	19,418	31

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Corporate Financial Services	57.1	60.6	3.5
Customer Services	421.2	428.8	7.6
Concessionary Fares	-	-	-
Performance	67.9	65.5	(2.4)
Transformation & Support Services	101.7	92.8	(8.9)
<b>TOTAL FTE STAFF</b>	647.9	647.7	(0.2)

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
24,203	Employees	25,046	(35)	269	25,280	1
7,891	Premises related expenditure	7,150	51	680	7,881	10
10,138	Supplies and Services	8,669	7	1,258	9,934	15
27,870	Third Party Payments	26,504	107	211	26,822	1
205,578	Transfer Payments	204,198	-	30,183	234,381	15
100	Transport related expenditure	106	-	(13)	93	(12)
19	Recharges from other services	213	-	(187)	26	(88)
275,799	<b>TOTAL EXPENDITURE</b>	271,888	130	32,401	304,419	12
-	Government Grants	(211,767)	-	(26,343)	(238,110)	12
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(4,875)	(67)	(806)	(5,748)	18
(219,078)	Fees and Charges	(2,254)	(22)	(59)	(2,335)	4
(12)	Other Customer and Client Receipts	(2,269)	(1)	1,184	(1,086)	(52)
(135)	Interest Receivable	(135)	-	15	(120)	(11)
(39,689)	Recharges to other services	(2,380)	-	(566)	(2,946)	24
(258,914)	<b>TOTAL INCOME</b>	(223,680)	(90)	(26,575)	(250,345)	12

16,885	<b>NET CONTROLLABLE COST</b>	48,208	40	5,826	54,074	12
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1,178	Capital Charges	1,136	-	846	1,982	74
-	Deferred/Intangible Charges	42	-	696	738	1,657
28	Corporate support services bought in	(35,207)	-	(2,049)	(37,256)	6
1,206	<b>TOTAL UNCONTROLLABLE COST</b>	(34,029)	-	(507)	(34,536)	1

18,091	<b>NET COST OF SERVICE</b>	14,179	40	5,319	19,538	38
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595	Contributions to / (from) Earmarked Reserves	662	-	(782)	(120)	(118)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
595	<b>TOTAL APPROPRIATIONS</b>	662	-	(782)	(120)	(118)

18,686	<b>TOTAL NET EXPENDITURE</b>	14,841	40	4,537	19,418	31
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - agreed pressures / service demands		1,454
Strategic budget - agreed additional income / savings		(2,958)
		(1,504)
Other resource changes		6,041
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>4,537</b>

**SERVICE DESCRIPTION**

The Corporate 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 and strategic planning and policy- making to ensure efficient and effective use of resources;
- 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 central departments (Chief Executive's Office and R&CS).
- 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;
- Providing a responsive service to all Oracle users
- Ensuring that the integrity of the information on the Council's financial systems
- 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Corporate Finance	-	(8)	8	0	n/a
Technical Finance	-	(1)	1	0	n/a
Departmental Financial Services	(50)	(1)	48	(3)	(94)
Financial Systems Team	-	-	-	0	n/a
Treasury & Pensions (RCS 1.1.a)	(11)	(8)	87	68	(718)
<b>TOTAL NET SPEND</b>	<b>(61)</b>	<b>(18)</b>	<b>144</b>	<b>65</b>	<b>(207)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Corporate Finance	15.5	16.8	1.3
Technical Finance	4.0	4.0	-
Departmental Financial Services	10.6	10.6	-
Financial Systems Team	6.4	6.4	-
Treasury & Pensions (RCS 1.1.a)	20.6	22.8	2.2
<b>TOTAL FTE STAFF</b>	<b>57.1</b>	<b>60.6</b>	<b>3.5</b>

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,289	Employees	3,188	(7)	(170)	3,011	(6)
-	Premises related expenditure	-	-	-	-	n/a
326	Supplies and Services	368	-	(42)	326	(11)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
2	Recharges from other services	-	-	-	-	n/a
3,618	<b>TOTAL EXPENDITURE</b>	3,557	(7)	(212)	3,338	(6)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	(936)	(11)	(40)	(987)	5
-	Other Customer and Client Receipts	(1)	-	-	(1)	-
-	Interest Receivable	-	-	-	-	n/a
(3,666)	Recharges to other services	(167)	-	2	(165)	(1)
(3,666)	<b>TOTAL INCOME</b>	(1,104)	(11)	(38)	(1,153)	4
(48)	<b>NET CONTROLLABLE COST</b>	2,453	(18)	(250)	2,185	(11)
42	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	42	-	433	475	1,031
-	Corporate support services bought in	(2,556)	-	(39)	(2,595)	2
42	<b>TOTAL UNCONTROLLABLE COST</b>	(2,514)	-	394	(2,120)	(16)
(6)	<b>NET COST OF SERVICE</b>	(61)	(18)	144	65	(207)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(6)	<b>TOTAL NET EXPENDITURE</b>	(61)	(18)	144	65	(207)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
-						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Finance Unification - review of structure						(350)
Other resource changes						Ref
Pensions contribution increase						26
Cash Management - virement from CS (0.5 fte)						16
Teachers Pensions - Virement from HROD (1 fte)						39
Company Appraisals - virement from Performance						20
Teachers Pensions - Staff increased (1 fte)						37
Mail and Telephony costs adjustments - virement to Facilities Management						(1)
Charges to Pension Fund						(39)
Other minor adjustments						2
Deferred/Intangible Charges						433
Corporate Support Services bought in						(39)
						494
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>144</b>

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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Pensions and Gratuities	3	3	-	6	100
Pension and Treasury Management	(14)	(1)	-	(15)	7
Pension Administration Team	-	(10)	10	-	n/a
Teachers Pension Admin	-	-	77	77	n/a
<b>TOTAL NET SPEND</b>	<b>(11)</b>	<b>(8)</b>	<b>87</b>	<b>68</b>	<b>(718)</b>

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Pensions and Gratuities	-	-	-
Pension and Treasury Management	4.0	4.0	-
Pension Administration Team	16.6	16.8	0.2
Teachers Pension Admin		2.0	2.0
<b>TOTAL FTE STAFF</b>	<b>20.6</b>	<b>22.8</b>	<b>2.2</b>

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,186	Employees	1,120	2	96	1,218	9
-	Premises related expenditure	-			-	n/a
112	Supplies and Services	111		1	112	1
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
1	Transport related expenditure	-		1	1	n/a
-	Recharges from other services	-			-	n/a
1,299	<b>TOTAL EXPENDITURE</b>	1,231	2	98	1,331	8
-	Government Grants	-			-	n/a
-	Area Based Grant	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	(863)	(10)	(12)	(885)	3
-	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(1,181)	Recharges to other services	(167)		1	(166)	(1)
(1,181)	-	(1,030)	(10)	(11)	(1,051)	2

118	<b>NET CONTROLLABLE COST</b>	201	(8)	87	280	39
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-		2	2	n/a
-	Corporate support services bought in	(212)	(2)	(2)	(214)	1
-	<b>TOTAL UNCONTROLLABLE COST</b>	(212)	-	-	(212)	-

118	<b>NET COST OF SERVICE</b>	(11)	(8)	87	68	(718)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

118	<b>TOTAL NET EXPENDITURE</b>	(11)	(8)	87	68	(718)
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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	
Pensions contribution increase		8
Teachers Pensions - Virement from HROD (1 fte)		39
Teachers Pensions - Staff increased (1 fte)		37
Other minor adjustments		3
Deferred/Intangible Charges		2
Corporate Support Services bought in		(2)
		87
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>87</b>

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, Access Croydon services, mail and complaint resolution services. Services are being transformed with the Council's departments and the Service Transformation Division wherever possible resolving the matter for the customer at the first point of contact.

In addition, the Division is responsible for maintaining and developing its understanding of customer requirements to enable its services to be continually developed to meet these needs and priorities, utilising customer insight and technology to improve performance.

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

- Increase customer satisfaction with quality of all local public services to 60% by March 2010 (LAA L8);
- 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 15%;
- 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 collection of revenues to the authority (Ctax, NNDR, Debtors and Land Charges);
- 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 2009/10 (A)	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D)	% CHANGE (E)
		Inflation (B)	Other (C)		
	£000's	£000's	£000's	£000's	%
Revenues	5,781	(33)	(4,138)	1,610	(72)
Benefits	(179)	(3)	231	49	(127)
Visits	103	(1)	1,443	1,545	1,400
Finance and IT	1,702	17	812	2,531	49
Other Revenue and Benefit Services	-	-	756	756	n/a
Cashiers	(341)	(1)	277	(65)	(81)
Housing Benefit (Finance)	(988)	(38)	(296)	(1,322)	34
Exchequer Management	-	-	(10)	(10)	n/a
Cash Management	-	-	(702)	(702)	n/a
Revenue Control	(163)	-	129	(34)	(79)
AR (Debtors) Team	142	-	408	550	287
AP (Creditors) Team	(41)	-	350	309	(854)
Exchequer Support & Development	(681)	-	914	233	(134)
Land Charges	158	(2)	(310)	(154)	(197)
Call Centre	1,721	(4)	(1,760)	(43)	(102)
Face-to-face	(1,455)	(2)	1,519	62	(104)
Performance Improvement	(256)	-	121	(135)	(47)
Service Development	(284)	(1)	464	179	(163)
Corporate Complaints	68	-	205	273	301
Croydon Translation & Interpretation Service	(172)	-	71	(101)	(41)
<b>TOTAL NET SPEND</b>	5,115	(68)	484	5,531	8

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET 2010/11	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Revenues	182.5	182.5	-
Benefits	57.3	60.0	2.7
Land Charges	15.1	12.0	(3.1)
Call Centre	166.3	174.3	8.0
<b>TOTAL FTE STAFF</b>	421.2	428.8	7.6

**RESOURCES & CUSTOMER SERVICES**
**CUSTOMER SERVICES**
**SUBJECTIVE SUMMARY**

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,273	Employees	13,367	(18)	440	13,789	3
5	Premises related expenditure	6			6	-
2,966	Supplies and Services	2,870	3	280	3,153	10
1,469	Third Party Payments	1,473	15	1	1,489	1
204,373	Transfer Payments	204,198		30,183	234,381	15
43	Transport related expenditure	43			43	-
-	Recharges from other services	7			7	-
222,129	<b>TOTAL EXPENDITURE</b>	221,963	-	30,904	252,867	14
-	Government Grants	(207,119)		(30,293)	(237,412)	15
-	Area Based Grant	-			-	n/a
-	Other Grants, reimbursements and contributions	(4,875)	(67)	(806)	(5,748)	18
(213,398)	Fees and Charges	(308)			(308)	-
-	Other Customer and Client Receipts	(822)	(1)	(60)	(883)	7
-	Interest Receivable	-			-	n/a
(7,635)	Recharges to other services	(442)		(334)	(776)	76
(221,033)	<b>TOTAL INCOME</b>	(213,565)	(68)	(31,493)	(245,126)	15
1,096	<b>NET CONTROLLABLE COST</b>	8,398	(68)	(589)	7,741	(8)
1	Capital Charges	1		(1)	-	(100)
-	Deferred/Intangible Charges	-		96	96	
3,908	Corporate support services bought in	(3,284)		978	(2,306)	(30)
3,909	<b>TOTAL UNCONTROLLABLE COST</b>	(3,283)	-	1,073	(2,210)	(33)
5,005	<b>NET COST OF SERVICE</b>	5,115	(68)	484	5,531	8
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,005	<b>TOTAL NET EXPENDITURE</b>	5,115	(68)	484	5,531	8
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Improvements to the payments and ordering process						(100)
Voice Recognition for the Contact Centre						(100)
Increase in court costs income acquired through the collection of Council Tax and NNDR old debt						(300)
Increase fees to developers for street naming service						(10)
Land Charges Income						(100)
						(610)
<u>Other resource changes</u>						Ref
Supplier and Services						280
Shared services (erosion of income)						44
Virement Zipporah software licence						4
Corporate support services brought in						978
Deferred /Intangible						96
Employee						326
Net Creation ( Benefits)						(300)
Recharges						(334)
						1,094
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>484</b>

**SERVICE DESCRIPTION**

**Freedom Pass Scheme**

The Freedom Pass scheme provides free travel after 9:00am on public transport (buses, trains, the underground and Croydon Tramlink) within Greater London to borough residents who have either reached the age of 60, or who meet the qualifying criteria for the Disabled Freedom Pass. The scheme is administered by the London Council's with costs being recharged to individual London boroughs based on the number of permits issued to residents and usage of the scheme. This scheme has been extended from 1.4.08 to all parts of Britain.

**London Taxicard Scheme**

This scheme enables clients 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 Taxicard holder meets the first £1.50 of the fare and the Council pays up to a further £10.50 (weekday daytime), or £11.30 (weekends), or £12.80 (night time) of the metered cost.

**Blue Badge Scheme**

The Blue Badge provides on-street parking concessions throughout the European Union to car users who have severely limited mobility or qualify under other automatic criteria. The Department for Transport regulates the scheme in this country.

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Freedom Pass Scheme	8,305		1,004	<b>9,309</b>	12
Taxicard Scheme	125			<b>125</b>	-
Blue Badge Scheme	(7)			<b>(7)</b>	-
<b>TOTAL NET SPEND</b>	<b>8,423</b>	<b>0</b>	<b>1,004</b>	<b>9,427</b>	<b>12</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Freedom Pass	-	-	-
Taxicard Scheme	-	-	-
Blue Badge Scheme	-	-	-
<b>TOTAL FTE STAFF</b>	<b>-</b>	<b>-</b>	<b>-</b>

**RESOURCES & CUSTOMER SERVICES**
**CONCESSIONARY FARES**
**SUBJECTIVE SUMMARY**

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
107	Supplies and Services	47	-	-	47	-
7,601	Third Party Payments	7,601	-	1,786	9,387	23
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
7,708	<b>TOTAL EXPENDITURE</b>	7,648	-	1,786	9,434	23
-	Government Grants	-	-	-	-	n/a
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	(7)	-	-	(7)	-
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	-	(7)	-	-	(7)	-

7,708	<b>NET CONTROLLABLE COST</b>	7,641	-	1,786	9,427	23
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

7,708	<b>NET COST OF SERVICE</b>	7,641	-	1,786	9,427	23
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715	Contributions to / (from) Earmarked Reserves	782	-	(782)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
715	<b>TOTAL APPROPRIATIONS</b>	782	-	(782)	-	(100)

8,423	<b>TOTAL NET EXPENDITURE</b>	8,423	-	1,004	9,427	12
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

			£000's
<u>Strategic budget - agreed pressures / service demands</u>			
		Ref	
Freedom Pass			1,004
			1,004
<u>Strategic budget - agreed additional income / savings</u>			
		Ref	
			-
<u>Other resource changes</u>			
		Ref	
			-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>			<b>1,004</b>

**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 including the approach to Comprehensive Area Assessment, ensuring that the process drives out service improvements across the council;
- Leading the council's efficiency agenda and delivering the Release and Deliver programme, including embedding an improved VFM culture across the council;
- Continuing to embed the Procurement "Centre of Excellence" 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
	Audit and Fraud Prevention	(55)	(4)	(6)	(65)
Central Finance Management	5	-	(26)	(21)	(520)
Directorate	87	-	(4)	83	(5)
Insurance and Risk Management	(174)	(1)	87	(88)	(49)
Procurement	(875)	(1)	155	(721)	(18)
Performance and Efficiency Team	(47)	(1)	(13)	(61)	30
Business Development	273	-	24	297	9
Emergency Management	391	(1)	(105)	285	(27)
<b>TOTAL NET SPEND</b>	<b>(395)</b>	<b>(8)</b>	112	<b>(291)</b>	<b>(26)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10	ORIGINAL BUDGET	CHANGE
	FTE STAFF	2010/11 FTE STAFF	IN FTE STAFF
Audit and Fraud Prevention	20.9	20.3	(0.6)
Directorate	1.0	1.0	-
Insurance and Risk Management	8.0	8.0	-
Procurement	10.0	13.4	3.4
Performance and Efficiency Team	13.0	13.0	-
Business Development	6.0	6.8	0.8
Emergency Management	9.0	3.0	(6.0)
<b>TOTAL FTE STAFF</b>	67.9	65.5	(2.4)

**RESOURCES & CUSTOMER SERVICES**

**PERFORMANCE**

**SUBJECTIVE SUMMARY**

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,692	Employees	3,692	(4)	(33)	3,655	(1)
-	Premises related expenditure	-	-	-	-	n/a
(28)	Supplies and Services	(28)	(8)	58	22	(179)
679	Third Party Payments	679	8	27	714	5
-	Transfer Payments	-	-	-	-	n/a
22	Transport related expenditure	22	-	(2)	20	(9)
17	Recharges from other services	17	-	3	20	18
4,382	<b>TOTAL EXPENDITURE</b>	4,381	(4)	53	4,430	1
-	Government Grants	-	-	-	-	n/a
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(280)	Fees and Charges	(284)	(4)	(112)	(400)	41
(12)	Other Customer and Client Receipts	(12)	-	(10)	(22)	83
(135)	Interest Receivable	(135)	-	15	(120)	(11)
(189)	Recharges to other services	(189)	-	189	-	(100)
(616)	<b>TOTAL INCOME</b>	(621)	(4)	82	(543)	(13)
3,766	<b>NET CONTROLLABLE COST</b>	3,761	(8)	135	3,888	3
47	Capital Charges	47	-	(47)	-	(100)
-	Deferred/Intangible Charges	-	-	-	-	n/a
(4,083)	Corporate support services bought in	(4,083)	-	24	(4,059)	(1)
(4,036)	<b>TOTAL UNCONTROLLABLE COST</b>	(4,036)	-	(23)	(4,059)	1
(270)	<b>NET COST OF SERVICE</b>	(275)	(8)	112	(171)	(38)
(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)	<b>TOTAL APPROPRIATIONS</b>	(120)	-	-	(120)	-
(390)	<b>TOTAL NET EXPENDITURE</b>	(395)	(8)	112	(291)	(26)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Reduction in days for Internal Audit Contract						(28)
Increase in Shared Service Income						(10)
Increase in Fine Revenue						(10)
Change in Fraud Policy						(25)
Insurance Premiums (achieved through London Consortium)						(75)
						(148)
<u>Other resource changes</u>						Ref
Pensions contribution increase						29
Security staff - virement to Facilities Management (net) (5.0 fte)						(39)
Fire Consultant - virement to Chief Executive's Office (1.0 fte)						(51)
Category Management staff - virement from DASH (3.4 fte)						165
PA post - virement from Facilities Management (0.83 fte)						22
Staff car parking - virement to Community Services						(3)
Company Appraisals - virement to Corporate Finance						(20)
Insurances redistributed						184
Legal charges contract						1
Mail and Telephony costs adjustments - virement to Facilities Management						(5)
Capital asset charges						(47)
Corporate Support Services bought in						24
						260
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>112</b>

**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:

Transformation Strategy and Innovation

- \* Responsible for ICT and Information management Strategy development and implementation
- \* Working closely with the departments and partners to identify opportunities for making efficiencies and improvements in service delivery. This is undertaken through business case development to identifying challenges and potential solutions through process redesign and creative use of technology

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.

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.

Service Transformation Programme Management

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

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Transformation Strategy & Innovation	(25)	(1)	(135)	(161)	544
Information Communication Technology	(188)	74	(50)	(164)	(13)
Facilities Management	(472)	62	1,591	1,181	(350)
Service Transformation Programme Management	(256)	(0)	(8)	(264)	3
				-	
				-	
				-	
<b>TOTAL NET SPEND</b>	<b>(941)</b>	<b>134</b>	<b>1,398</b>	<b>591</b>	<b>(163)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Transformation Strategy & Innovation	10.0	7.0	(3.0)
Information Communication Technology	61.0	54.6	(6.5)
Facilities Management	29.6	27.2	(2.4)
Service Transformation Programme Management	1.0	4.0	3.0
	-	-	-
	-	-	-
	-	-	-
<b>TOTAL FTE STAFF</b>	<b>101.7</b>	<b>92.8</b>	<b>(8.9)</b>

RESOURCES & CUSTOMER SERVICES

TRANSFORMATION & SUPPORT SERVICES

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,949	Employees	4,800	(6)	32	4,826	1
7,886	Premises related expenditure	7,145	51	680	7,876	10
3,157	Supplies and Services	2,712	12	(433)	2,291	(16)
18,121	Third Party Payments	16,751	84	(1,603)	15,232	(9)
-	- Transfer Payments	-	-	-	-	n/a
34	Transport related expenditure	41	-	(11)	30	(27)
-	- Recharges from other services	190	-	(190)	-	(100)
33,147	<b>TOTAL EXPENDITURE</b>	31,639	141	(1,525)	30,255	(4)
-	- Government Grants	(4,648)	-	3,950	(698)	(85)
-	- Area Based Grant	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(5,400)	Fees and Charges	(719)	(7)	93	(633)	(12)
-	- Other Customer and Client Receipts	(1,434)	-	1,254	(180)	(87)
-	- Interest Receivable	-	-	-	-	n/a
(28,199)	Recharges to other services	(1,582)	-	(423)	(2,005)	27
(33,599)	<b>TOTAL INCOME</b>	(8,383)	(7)	4,874	(3,516)	(58)

(452)	<b>NET CONTROLLABLE COST</b>	23,255	134	3,349	26,738	15
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1,088	Capital Charges	1,088	-	894	1,982	82
-	- Deferred/Intangible Charges	-	-	167	167	n/a
203	Corporate support services bought in	(25,284)	-	(3,012)	(28,296)	12
1,291	<b>TOTAL UNCONTROLLABLE COST</b>	(24,196)	-	(1,951)	(26,147)	8

839	<b>NET COST OF SERVICE</b>	(941)	134	1,398	591	(163)
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

839	<b>TOTAL NET EXPENDITURE</b>	(941)	134	1,398	591	(163)
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	Ref
Reduced capitalisation target within FM	200
Increased responsive maintenance budgets	250
	450
Strategic budget - agreed additional income / savings	Ref
ICT savings - Cap Gemini Contract following recent service focus and business needs	(1,850)
	(1,850)
Other resource changes	Ref
Pensions contribution increase	38
Security staff - virement from Performance Division (net) (5.0 fte)	39
Budget Split between TASS & PRC	42
Web Author post - virement to CYPL	(38)
Realign Telephony budgets (£85k)	82
Realign Mail Management budgets (£31k)	31
Realign Energy Efficiency budgets (£150k)	102
TASS restructure - virement to PRC	(354)
Staff car parking - virement to Community Services	(8)
Decant from Fell Road	292
PA post - virement to Performance division(0.83 fte)	(22)
Loss of PFI credits	3,950
Legal charges contract	1
Insurances redistributed	(62)
FM Capitalisation	660
Capital asset charges	1,061
Corporate Support Services bought in	(3,012)
Ziporah Software Licence to Customer Service	(4)
	-
	2,798
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>1,398</b>

**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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Building Schools for the Future	2,700		1,395	4,095	52 n/a
<b>TOTAL NET SPEND</b>	2,700	-	1,395	4,095	52

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Building Schools for the Future	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-

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

SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees				-	n/a
-	Premises related expenditure				-	n/a
3,610	Supplies and Services	2,700		1,395	4,095	52
-	Third Party Payments				-	n/a
1,205	Transfer Payments				-	n/a
-	Transport related expenditure				-	n/a
-	Recharges from other services				-	n/a
4,815	<b>TOTAL EXPENDITURE</b>	2,700	-	1,395	4,095	52
-	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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

4,815	<b>NET CONTROLLABLE COST</b>	2,700	-	1,395	4,095	52
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-	Capital Charges		-		-	n/a
-	Deferred/Intangible Charges		-		-	n/a
-	Corporate support services bought in		-		-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

4,815	<b>NET COST OF SERVICE</b>	2,700	-	1,395	4,095	52
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

4,815	<b>TOTAL NET EXPENDITURE</b>	2,700	-	1,395	4,095	52
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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		
Building Schools for the Future - Programme costs			1,395
			-
			1,395
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>			<b>1,395</b>

# HOUSING REVENUE ACCOUNT

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Communal services (now included in Neighbourhood Services)

## HOUSING REVENUE ACCOUNT

## DEPARTMENT OVERVIEW

### DEPARTMENT MISSION STATEMENT

The department of adult services and housing will contribute to the council's vision of a borough in which people choose to live, work and visit by promoting economic growth and prosperity, improving health and well-being, creating safer, stronger and more sustainable communities, and improving the environment.

### KEY SERVICE TARGETS / PRIORITIES FOR 2010/11

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 2008/09	ORIGINAL 2009/10	FORECAST 2009/10	BUDGET 2010/11	% CHANGE
Total Housing stock (properties) April 1 including <u>Sheltered and Special Sheltered Housing</u>	14,046	<b>14,033</b>	14,021	<b>14,054</b>	0 n/a
Sheltered Housing for the Elderly (flats)	1,043	<b>1,043</b>	1,004	1,037	3
Special Sheltered Housing (flats)	259	<b>259</b>	259	259	-
Homes meeting the government's decent home standard	90%	<b>92%</b>	96%	<b>100%</b>	4
Average sick days per FTE	10.3	<b>10.30</b>	10.86	<b>N/A</b>	

### FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2008/09 £000	ORIGINAL 2009/10 £000	FORECAST 2009/10 £000	BUDGET 2010/11 £000	% CHANGE
Employees	14,162	13,009	13,008	<b>12,896</b>	(1)
Capital Charges	10,182	10,695	10,938	<b>11,147</b>	2
Deferred/Intangible Charges	7,304	200	3,960	<b>0</b>	(100)
Premises related expenditure	22,948	26,408	23,589	<b>27,268</b>	16
Supplies and Services	2,134	4,412	1,290	<b>2,972</b>	130
Third Party Payments	26,353	17,733	16,102	<b>16,005</b>	(1)
Transfer Payments	118	116	116	<b>116</b>	(0)
Transport related expenditure	307	239	245	<b>226</b>	(8)
Corporate support services bought in	3,668	4,073	3,908	<b>4,674</b>	20
Recharges (to) / from other services	(4,408)	(3,284)	2,785	<b>(1,257)</b>	(145)
<b>TOTAL EXPENDITURE</b>	<b>82,768</b>	<b>73,601</b>	<b>75,941</b>	<b>74,049</b>	(2)
Government Grants	-	-	-	-	n/a
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(9)	(9)	-	-	n/a
Fees and Charges	(7,335)	(9,029)	(8,618)	<b>(9,578)</b>	11
Other Customer and Client Receipts	(75,288)	(64,783)	(67,283)	<b>(64,461)</b>	(4)
Interest Receivable	(135)	(70)	(40)	<b>(10)</b>	(75)
<b>TOTAL INCOME</b>	<b>(82,768)</b>	<b>(73,891)</b>	<b>(75,941)</b>	<b>(74,049)</b>	(2)
<b>NET EXPENDITURE</b>	<b>0</b>	<b>(289)</b>	<b>-</b>	<b>-</b>	n/a
Contributions to / (from) Reserves	-	289	-	-	n/a
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>0</b>		<b>0</b>		

### TOP FINANCIAL RISKS 2010/11

- 1) Increased demand for responsive repairs (est. £500k)
- 2) Increased cost of Programmed Works (est. £500k)
- 3) Non achievement of staff turnover allowance (est. £100k)

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

## HOUSING REVENUE ACCOUNT

## SERVICE SUMMARY

CABINET MEMBER

Councillor Dudley Mead	Housing
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## 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
Alan Matthews	Director - Housing Needs and Allocation	62717
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 2009/10 £000's	SERVICE	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
15,874	Repairs and Maintenance	12,276	2	1,132	13,410	9
20,123	Supervision and Management-General	14,171	50	(476)	13,745	(3)
6,848	Supervision and Management-Special	7,073	12	1,497	8,582	21
10,938	Capital Financing	16,214	-	(721)	15,493	(4)
(69,775)	Income	(67,606)	-	442	(67,164)	(1)
15,993	Notional H.R.A and Government Grant	17,583	-	(1,649)	15,934	(9)
0	<b>TOTAL NET SPEND</b>	<b>(289)</b>	64	225	<b>0</b>	<b>(100)</b>

-	Contributions to / (from) Reserves	289	-	(289)	-	(100)
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## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
Supervision and Management - General Expenses	257.5	241.8	(15.7)
Supervision and Management - Special Expenses	87.0	88.0	1.0
<b>TOTAL FTE STAFF</b>	<b>344.5</b>	<b>329.8</b>	<b>(14.7)</b>

## HOUSING REVENUE ACCOUNT

## SUBJECTIVE SUMMARY

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,008	Employees	13,009	65	(178)	12,896	(1)
23,589	Premises related expenditure	26,408	-	860	27,268	3
1,290	Supplies and Services	4,412	-	(1,440)	2,972	(33)
16,102	Third Party Payments	17,733	-	(1,728)	16,005	(10)
116	Transfer Payments	116	-	-	116	-
245	Transport related expenditure	239	-	(13)	226	(5)
2,855	Recharges from other services	572	-	2,229	2,801	390
57,205	<b>TOTAL EXPENDITURE</b>	62,489	65	(270)	62,284	(0)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(9)	-	9	-	(100)
(8,617.6)	Fees and Charges	(9,029)	(1)	(547)	(9,577)	6
(67,283.5)	Other Customer and Client Receipts	(64,783)	-	322	(64,461)	(0)
(39.7)	Interest Receivable	(70)	-	60	(10)	(86)
(70.0)	Recharges to other services	(3,856)	-	(202)	(4,058)	5
(76,011)	<b>TOTAL INCOME</b>	(77,747)	(1)	(358)	(78,106)	0
(18,806)	<b>NET CONTROLLABLE COST</b>	(15,258)	64	(628)	(15,821)	3
10,938	Capital Charges	10,695	-	452	11,147	4
3,960	Deferred/Intangible Charges	200	-	(200)	0	(100)
3,908	Corporate support services bought in	4,073	-	601	4,674	15
18,806	<b>TOTAL UNCONTROLLABLE COST</b>	14,968	-	853	15,821	6
-	<b>NET COST OF SERVICE</b>	(289)	64	225	-	(100)
-	Contributions to / (from) Earmarked Reserves	289	-	(289)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	289	-	(289)	-	(100)
-	<b>TOTAL NET EXPENDITURE</b>	-	64	(64)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						(64)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(64)

## 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 £29.45m.

### MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Responsive Repairs	11,350	2	1,238	12,590	11
Cyclical Works	926		(106)	820	(11)
<b>TOTAL NET SPEND</b>	12,276	2	1,132	13,410	9

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
	13.0	-	(13.0)
<b>TOTAL FTE STAFF</b>	13.0	-	(13.0)

## HOUSING REVENUE ACCOUNT

## REPAIRS AND MAINTENANCE

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,299	Employees	-	2	439	441	n/a
14,410	Premises related expenditure	11,876		1,008	12,884	8
125	Supplies and Services	400		(316)	85	(79)
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
21	Transport related expenditure	-			-	n/a
161	Recharges from other services	-			-	n/a
16,016	<b>TOTAL EXPENDITURE</b>	12,276	2	1,132	13,410	9
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(308)	Fees and Charges	-			-	n/a
-	Other Customer and Client Receipts	-		(355)	(355)	n/a
-	Interest Receivable	-			-	n/a
166	Recharges to other services	-			-	n/a
(142)	<b>TOTAL INCOME</b>	-	-	(355)	(355)	n/a

15,874	<b>NET CONTROLLABLE COST</b>	12,276	2	777	13,055	6
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-		355	355	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	355	355	n/a

15,874	<b>NET COST OF SERVICE</b>	12,276	2	1,132	13,410	9
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

15,874	<b>TOTAL NET EXPENDITURE</b>	12,276	2	1,132	13,410	9
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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
Adjustments to staffing salaries partly offset by income	86
Increase in in repairs budget due to increased numbers of voids and increase in demand	1,008
Reduction in supplies and services costs	(316)
Increase in recharges from Corporate centre for contact centre, complaints administration and Democratic Core Service	355
	1,132
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>1,132</b>

## 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Supervision and management - General expenses	14,171	50	(476)	13,745	(3)
<b>TOTAL NET SPEND</b>	14,171	50	(476)	13,745	(3)

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Supervision and management - General expenses	257.5	241.8	(15.7)
<b>TOTAL FTE STAFF</b>	257.5	241.8	(15.7)

## HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -  
GENERAL EXPENSES

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,007	Employees	10,393	50	(751)	9,692	(7)
1,184	Premises related expenditure	1,199		51	1,250	4
1,963	Supplies and Services	2,323		(116)	2,207	(5)
49	Third Party Payments	17		(4)	13	(24)
	Transfer Payments	-			-	n/a
124	Transport related expenditure	125		1	126	1
520	Recharges from other services	444		154	598	35
12,849	<b>TOTAL EXPENDITURE</b>	14,500	50	(665)	13,886	(4)
	Government Grants	-			-	n/a
	Area Based Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Fees and Charges	(28)		-	(28)	-
	Other Customer and Client Receipts	(54)		54	-	(100)
	Interest Receivable	-			-	n/a
(131)	Recharges to other services	(3,856)		(93)	(3,949)	2
(131)	<b>TOTAL INCOME</b>	(3,938)	-	(39)	(3,977)	1
12,719	<b>NET CONTROLLABLE COST</b>	10,562	50	(704)	9,908	(6)
-	Capital Charges	-			-	n/a
3,960	Deferred/Intangible Charges	-			-	n/a
3,444	Corporate support services bought in	3,610		228	3,838	6
7,404	<b>TOTAL UNCONTROLLABLE COST</b>	3,610	-	228	3,838	6
20,123	<b>NET COST OF SERVICE</b>	14,171	50	(476)	13,745	(3)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
20,123	<b>TOTAL NET EXPENDITURE</b>	14,171	50	(476)	13,745	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£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
Staff transferred from Repairs Section to Contact Centre						(200)
Staffing cuts and reductions						(471)
Cuts to other staff related budgets - e.g. training.						(80)
Cuts to Consultancy budgets						(80)
Increase in Insurance						51
Management Performance recharge						41
Recharge for Core and Democratic Services						92
Increase in Corporate recharges						228
Other Minor Adjustments						(57)
						(476)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(476)</b>

## 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 - £3.66  
Grounds Maintenance - £1.39

### MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Utility charges	1,475	(1)	149	1,623	10
Horticultural Services	775		(49)	726	(6)
Sheltered Housing services	348		768	1,116	221
Neighbourhood Services	4,474	13	629	5,116	14
<b>TOTAL NET SPEND</b>	<b>7,073</b>	<b>12</b>	<b>1,497</b>	<b>8,582</b>	<b>21</b>

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
Neighbourhood Services	87.0	88.0	1.0
<b>TOTAL FTE STAFF</b>	<b>87.0</b>	<b>88.0</b>	<b>1.0</b>

**HOUSING REVENUE ACCOUNT**

**SUPERVISION AND MANAGEMENT - SPECIAL EXPENSES**

**SUBJECTIVE SUMMARY**

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,701	Employees	2,617	13	134	2,764	6
6,776	Premises related expenditure	6,639		774	7,413	12
(1,194)	Supplies and Services	1,143		(758)	385	(66)
60	Third Party Payments	133		(75)	58	(56)
4	Transfer Payments	4			4	-
100	Transport related expenditure	114		(14)	100	(12)
2,174	Recharges from other services	129		2,075	2,204	1,609
10,621	<b>TOTAL EXPENDITURE</b>	10,779	13	2,136	12,928	20
	Government Grants	-			-	n/a
	Area Based Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
(4,131)	Fees and Charges	(4,170)	(1)	(547)	(4,718)	13
	Other Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
(106)	Recharges to other services	-		(109)	(109)	n/a
(4,237)	<b>TOTAL INCOME</b>	(4,170)	(1)	(656)	(4,827)	16

6,384	<b>NET CONTROLLABLE COST</b>	6,609	12	1,480	8,101	23
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	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	-			-	n/a
464	Corporate support services bought in	464		17	481	4
464	<b>TOTAL UNCONTROLLABLE COST</b>	464	-	17	481	4

6,848	<b>NET COST OF SERVICE</b>	7,073	12	1,497	8,582	21
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

6,848	<b>TOTAL NET EXPENDITURE</b>	7,073	12	1,497	8,582	21
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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 Sheltered Recharges		900
Recharge from CYPL		698
Recharge from Community Services		298
Increase in salary budgets to cover inflation and pay enhancements following single status review		134
Increase in Utility Charges		74
Increase in Insurance		83
Adjustment to Water Rates income		(547)
Adjustment to recharge for Neighbourhood Wardens service		(109)
Reduction in Transitional Protection		(75)
Other Minor Adjustments		41
		1,497
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>1,497</b>

## 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Major Repairs Allowance	10,937		442	11,379	4
Interest Charges	3,274		266	3,540	8
Debt Management Expenses	80		6	86	8
Premium	530		(21)	509	(4)
Discount	(21)			(21)	-
Financing of Capital Expenditure	1,414		(1,414)	-	(100)
<b>TOTAL NET SPEND</b>	<b>16,214</b>	<b>-</b>	<b>(721)</b>	<b>15,493</b>	<b>(4)</b>

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
			-
<b>TOTAL FTE STAFF</b>	<b>-</b>	<b>-</b>	<b>-</b>

## HOUSING REVENUE ACCOUNT

## CAPITAL FINANCING

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-			-	n/a
	Premises related expenditure	5,319		(973)	4,346	(18)
	Supplies and Services	-			-	n/a
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
-	<b>TOTAL EXPENDITURE</b>	5,319	-	(973)	4,346	(18)
-	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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	5,319	-	(973)	4,346	(18)
10,938	Capital Charges	10,695		452	11,147	4
	Deferred/Intangible Charges	200		(200)	-	(100)
-	Corporate support services bought in	-			-	n/a
10,938	<b>TOTAL UNCONTROLLABLE COST</b>	10,895	-	252	11,147	2
10,938	<b>NET COST OF SERVICE</b>	16,214	-	(721)	15,493	(4)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,938	<b>TOTAL NET EXPENDITURE</b>	16,214	-	(721)	15,493	(4)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£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						442
Reduction in capital charges						(1,163)
						(721)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(721)</b>

## HOUSING REVENUE ACCOUNT

## INCOME

### SERVICE DESCRIPTION

Income to the Housing Revenue Account derives from six 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) Mortgage interest payments due on mortgages granted upon the sale of Council houses.
- 5) Interest receivable on the HRA's average monthly cash balance.
- 6) Service charges to Leaseholders

Average Dwelling Rent (50 weeks)	Average Service Charge (Caretaking and Grounds Maintenance)	Mortgage Interest Rates
1999-00 £67.30		01.05.96 8.16%
2000-01 £68.46		01.12.97 8.41%
2001-02 £68.31		01.01.99 8.57%
2002-03 £68.83		01.03.99 7.82%
2003-04 £68.14	£2.35	01.07.01 7.54%
2004-05 £70.63	£2.42	01.11.02 7.31%
2005-06 £73.30	£2.59	01.10.04 6.51%
2006-07 £76.63	£2.66	01.11.05 5.28%
2007-08 £80.75	£2.77	01.10.06 5.07%
2008-09 £84.77	£2.86	01.07.07 6.89%
2009-10 £87.70	£2.99	01.04.09 4.81%
2010-11 £88.51		

### MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Dwellings Rents and Service Charges	(64,086)		602	(63,484)	(1)
Doubtful Debt Provision	500		(250)	250	(50)
Garages	(1,248)			(1,248)	-
Heating and insurance	(530)			(530)	-
Interest	(70)		60	(10)	(86)
Service Charges - Leaseholders	(1,890)		21	(1,869)	(1)
Other Income	(283)		9	(274)	(3)
Contributions to / (from) Earmarked Reserves	289		(289)		(100)
<b>TOTAL NET SPEND</b>	<b>(67,317)</b>		153	<b>(67,164)</b>	<b>(0)</b>

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE STAFF
<b>TOTAL FTE STAFF</b>	-	-	-

## HOUSING REVENUE ACCOUNT

## INCOME

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-			-	n/a
1,219	Premises related expenditure	1,375			1,375	-
395	Supplies and Services	545		(250)	295	(46)
	Third Party Payments	-			-	n/a
112	Transfer Payments	112			112	-
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
1,727	<b>TOTAL EXPENDITURE</b>	2,032	-	(250)	1,782	(12)
	Government Grants	-			-	n/a
	Area Based Grants	-			-	n/a
	Other Grants, reimbursements and contributions	(9)		9	-	(100)
(4,179)	Fees and Charges	(4,831)			(4,831)	-
(67,283)	Other Customer and Client Receipts	(64,729)		623	(64,106)	(1)
(40)	Interest Receivable	(70)		60	(10)	(86)
	Recharges to other services	-			-	n/a
(71,502)	<b>TOTAL INCOME</b>	(69,639)	-	692	(68,947)	(1)
(69,775)	<b>NET CONTROLLABLE COST</b>	(67,607)	-	442	(67,164)	(1)
	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(69,775)	<b>NET COST OF SERVICE</b>	(67,606)	-	442	(67,164)	(1)
-	Contributions to / (from) Earmarked Reserves	289		(289)	-	(100)
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	289	-	(289)	-	(100)
(69,775)	<b>TOTAL NET EXPENDITURE</b>	(67,317)	-	153	(67,164)	(0)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						Ref
						-
Strategic budget - agreed additional income / savings						Ref
						-
Other resource changes						Ref
Reduction in Bad Debt provision						(250)
Change to rent budget which includes mid year rent revision undertaken on 3/8/09						623
Reduction in interest received as a result of lower rates and reduction in reserves						60
Removal of working balance						(289)
Other minor adjustments						9
						153
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>153</b>

## 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 £15,994m 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 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Notional Management and Maintenance Allowances	(26,369)		(1,301)	(27,670)	5
Major Repairs Allowance	(10,938)		(441)	(11,379)	4
Capital asset charges	(5,290)		377	(4,913)	(7)
Admissible Allowance	-		-		n/a
Notional Guideline Rent	60,160		(274)	59,886	(0)
Interest on Rent to buy mortgages	20		(10)	10	(50)
Rental Constraint Allowance					n/a
<b>TOTAL NET SPEND</b>	17,583	-	(1,649)	15,934	(9)

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2009/10 FTE STAFF	ORIGINAL BUDGET 2010/11 FTE STAFF	CHANGE IN FTE FTE STAFF
<b>TOTAL FTE STAFF</b>	-	-	-

## HOUSING REVENUE ACCOUNT

## NOTIONAL H.R.A AND GOVERNMENT GRANT

## SUBJECTIVE SUMMARY

FORECAST 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2009/10 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2010/11 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
15,993	Employees	17,583			-	n/a
	Premises related expenditure				-	n/a
	Supplies and Services				-	n/a
	Third Party Payments			(1,649)	15,934	(9)
	Transfer Payments				-	n/a
	Transport related expenditure				-	n/a
	Recharges from other services				-	n/a
15,993	<b>TOTAL EXPENDITURE</b>	17,583	-	(1,649)	15,934	(9)
-	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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
15,993	<b>NET CONTROLLABLE COST</b>	17,583	-	(1,649)	15,934	(9)
-	Capital Charges	-			-	n/a
	Deferred/Intangible Charges				-	n/a
	Corporate support services bought in				-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
15,993	<b>NET COST OF SERVICE</b>	17,583	-	(1,649)	15,934	(9)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans				-	n/a
	Contribution to / (from) General Balances				-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
15,993	<b>TOTAL NET EXPENDITURE</b>	17,583	-	(1,649)	15,934	(9)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£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 to subsidy payment including last years subsidy revision which triggered the August rent reduction						(1,649)
						(1,649)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,649)</b>

# CAPITAL PROGRAMME

## CONTENTS

	Page
FUNDING	CP1
DETAILED PROGRAMME 2010/11	CP2-CP3

## Capital Programme Funding 2010/11

<b>GENERAL FUND</b>		<b>2010/11 £'000s</b>
<b>Description</b>		
Department of Adult Services and Housing		12,714
Children Young People and Learners		47,018
Community Services		11,425
Planning, Regeneration and Conservation		38,667
<u>Central Departments</u>		
- Chief Executive		0
- Resources and Customer Services		5,641
Slippage From 2009/10		5,358
<b>RESOURCE REQUIREMENT (Excluding HRA)</b>		<b>120,822</b>
Capital Receipts (in year)		0
Supported Capital Expenditure (Revenue)		1,880
Unsupported Borrowing		67,413
Capital Grants and Contributions		960
Home Office		60
LPSA Reward Grant		1,344
Communities and Local Government		4,535
Department of Health		437
Department for Children, Schools & Families		38,560
Transport For London		4,633
S106		1,000
<b>TOTAL ESTIMATED RESOURCES</b>		<b>120,822</b>
<b>HOUSING REVENUE ACCOUNT - HRA</b>		<b>2010/11 £'000s</b>
<b>Description</b>		
<b>RESOURCE REQUIREMENT</b>		<b>27,840</b>
HRA Receipts		1,105
Major Repairs Allowance		11,379
HRA Disposals		300
HRA Supported Borrowing		3,256
HRA Unsupported Borrowing		5,150
Recovered Grant		6,650
<b>TOTAL ESTIMATED RESOURCES</b>		<b>27,840</b>
<b>CAPITAL PROGRAMME FUNDING (Including HRA)</b>		<b>2010/11 £'000s</b>
<b>Description</b>		
<b>RESOURCE REQUIREMENT</b>		<b>148,662</b>
In Year Capital Receipts		1,405
Capital Grants & Contributions		58,179
Supported Capital Expenditure (Revenue)		1,880
Supported Capital Expenditure HRA		3,256
Major Repairs Allowance		11,379
Unsupported borrowing - General Fund		67,413
HRA Unsupported Borrowing		5,150
<b>TOTAL ESTIMATED RESOURCES</b>		<b>148,662</b>
<b>FUNDING GAP</b>		<b>0</b>

**Capital Programme 2010/11**

These pages show details of the proposed capital programme for 2010/11

<b>IMPROVING HEALTH AND WELL BEING</b>				<b>2010/11 £'000s</b>
<b>Funding Source</b>	<b>Dept.</b>	<b>Description</b>	<b>Type of Bid</b>	
EXT	DASH	Homes for The Future Payment	Borough Priority	6,100
LBC	DASH	ICT Strategy - IT Upgrade to social care Swift and disaster recovery servers	Organisational Priority	950
EXT - DH	DASH	ICT Strategy - Adults Social Care IT Infrastructure	Organisational Priority	94
LBC	CS	Corporate Property Maintenance - Purley Swimming Pool	Borough Priority	175
LBC	CS	Corporate Property Maintenance - New Addington Swimming Pool	Borough Priority	300
LBC	CS	Culture - Fairfield Halls capital grant	Borough Priority	1,000
LBC	CS	Culture - Relocation of Thornton Heath Library	Borough Priority	100
LBC	CS	Bereavement - Mercury abatement	Borough Priority	770
LBC	CS	New Burial Ground	Borough Priority	150
LBC	RCS	Corporate Property Maintenance - DDA across estate	Organisational Priority	475
LBC	DASH	ICT Strategy - Social Worker Mobility	Organisational Priority	250
HRA	DASH	Housing Revenue Account Investment Programme	Borough Priority	27,840
LBC	DASH	Disabled Facilities Grant	Borough Priority	1,000
EXT - CLG	DASH	Disabled Facilities Grant	Borough Priority	900
EXT - CLG	DASH	Private Sector Renewal	Borough Priority	200
LBC	DASH	Private Sector Renewal	Borough Priority	1,000
LBC	DASH	Assisted Private Purchase Scheme	Borough Priority	600
EXT - DH	DASH	Adult Social Care Single Capital Pot	Borough Priority	200
EXT - DH	DASH	Mental Health Single Capital Pot	Borough Priority	143
LBC	DASH	Learning Disabilities Respite Care	Borough Priority	100
LBC	DASH	Kiosk Access Information Points	Borough Priority	217
SUB REGIONAL	DASH	Coldbusters scheme	Borough Priority	271
SUB REGIONAL	DASH	Empty Properties Grant	Borough Priority	689
				<b>43,524</b>

<b>IMPROVING THE ENVIRONMENT</b>				<b>2010/11 £'000s</b>
<b>Funding Source</b>	<b>Dept.</b>	<b>Description</b>	<b>Type of Bid</b>	
LBC	PRC	Coombe Road	Borough Priority	75
LBC	PRC	Soakaways	Borough Priority	350
LBC	RCS	Corporate Property Maintenance - Stubbs Mead Depot	Organisational Priority	900
LBC	CS	Street scene- CPZ Expansion	Invest to Save	120
LBC	CS	Purchase of wheeled bins	Borough Priority	150
LBC	CS	Recycling development and expansion inc kitchen waste	Borough Priority	500
				<b>2,095</b>

<b>SAFER AND STRONGER AND MORE SUSTAINABLE COMMUNITIES</b>				<b>2010/11 £'000s</b>
<b>Funding Source</b>	<b>Dept.</b>	<b>Description</b>	<b>Type of Bid</b>	
LBC	RCS	ICT Strategy - IT Upgrade Red Files/Antisocial behaviour records	Organisational Priority	190
EXT - HO	CS	Safer and Stronger Communities	Borough Priority	60
				<b>250</b>

<b>PROMOTING ECONOMIC GROWTH AND PROSPERITY</b>				<b>2010/11 £'000s</b>
<b>Funding Source</b>	<b>Dept.</b>	<b>Description</b>	<b>Type of Bid</b>	
LBC	PRC	Acquisition of Strategic Assets Programme	Borough Priority	2,000
LBC	PRC	Regeneration Programme		
LBC	PRC	Waddon Waylands Scheme	Borough Priority	11,000
EXT - CLG	PRC	Growth Area Fund	Borough Priority	1,795
LBC	PRC	Feasibility Studies	Borough Priority	250
LBC	CS	Street scene - Highways Maintenance, Footway and Signs and Lines	Borough Priority	7,000
LPSA Grant	PRC	Asset Management System	Organisational Priority	844
LBC	PRC	Asset Management System	Organisational Priority	156
CCURV	PRC	Public Service Delivery Hub	Organisational Priority	14,424
TFL	PRC	Transport for London Funded Schemes	Borough Priority	4,633
S106	PRC	S106 Funded schemes	Borough Priority	1,000
EXT - CLG	PRC	Local Enterprise Growth Incentive	Borough Priority	1,640
LPSA Grant	CE	Borough Signs	Borough Priority	500
				<b>45,242</b>

**Capital Programme 2010/11**

These pages show details of the proposed capital programme for 2010/11

ACHIEVING A BETTER OUTCOME FOR CHILDREN AND YOUNG PEOPLE				2010/11 £'000s
Funding Source	Dept.	Description	Type of Bid	
LBC	CYPL	Children's Hub - Refurbishment	Organisational Priority	3,204
LBC	CYPL	Children's Hub - Furniture, Fittings and ICT	Organisational Priority	2,376
LBC	CYPL	Schools Major Building Repairs Project	Organisational Priority	1,900
LBC	CYPL	Replace Waddon and Duppas	Borough Priority	200
EXT - DCSF	CYPL	Primary Schools Programme	Borough Priority	19,127
EXT - DCSF	CYPL	Primary Capital Programme	Borough Priority	7,315
EXT - DCSF	CYPL	Post 16 and Special Education Needs	Borough Priority	2,942
EXT - DCSF	CYPL	Children's Centres - Early Years	Borough Priority	2,416
LBC	CYPL	ICT Strategy - Development of an Integrated Children's System for Social Care	Organisational Priority	238
LBC	CYPL	Schools SLA - Kitchen Equipment	Borough Priority	400
LBC	CYPL	Schools SLA - Musical Instruments	Borough Priority	16
LBC	CYPL	Voluntary Aided Schools - LA contribution to projects	Borough Priority	30
EXT - DCSF	CYPL	Schools - Access Initiative	Borough Priority	518
EXT - DCSF	CYPL	Schools - Practical Cooking Spaces Projects	Borough Priority	4,815
EXT - DCSF	CYPL	Schools - Extended Schools projects	Borough Priority	328
EXT - DCSF	CYPL	Short Breaks - Aiming High Capital Grant	Borough Priority	478
EXT - DCSF	CYPL	Fair Play Playbuilders Schemes	Borough Priority	441
EXT - DCSF	CYPL	Youth - Capital Fund Programme	Borough Priority	180
LBC	CYPL	Youth - Furniture and Equipment for Youth Centres	Borough Priority	94
				<b>47,018</b>

DELIVERING HIGH QUALITY SERVICES AND IMPROVING VALUE FOR MONEY				2010/11 £'000s
Funding Source	Dept.	Description	Type of Bid	
LBC	RCS	Corporate Property Maintenance - Cherry Orchard Centre Fire Alarms	Organisational Priority	25
LBC	RCS	Corporate Property Maintenance - Cherry Orchard Insulation & Ventilation	Organisational Priority	80
LBC	CS	Corporate Property Maintenance - South Norwood Electrics	Organisational Priority	50
LBC	CS	Corporate Property Maintenance - Stanley Halls Electrics	Organisational Priority	50
LBC	RCS	Corporate Property Maintenance - Taberner House - replace Chiller Plant	Organisational Priority	300
LBC	RCS	Corporate Property Maintenance - Town Hall Replace System Control Cabinets	Organisational Priority	28
LBC	RCS	Corporate Property Maintenance - Town Hall works to windows, masonry.	Organisational Priority	100
LBC	CS	Street scene - Parking meters / Cashless Parking	Invest to Save	1,000
LBC	RCS	Decant of Fell Road	Organisational Priority	700
LBC	RCS	ICT Strategy - CRM - implementation of new customer relationship system	Organisational Priority	760
LBC	RCS	ICT Strategy - EDRMS (Electronic Document and Record Management System)	Organisational Priority	475
LBC	RCS	ICT Strategy - Mobile Working to achieve the key activity of Transforming Our Space Strategy	Organisational Priority	250
LBC	RCS	ICT Strategy - Croydon MOBI - (mobile web)	Organisational Priority	50
LBC	RCS	ICT Strategy - IT Upgrade to EMS version 4 (Capita ONE)	Organisational Priority	500
LBC	RCS	ICT Strategy - IT Upgrade GCSx	Organisational Priority	95
LBC	RCS	ICT Strategy - IT Upgrade Scanners - Customer Services	Organisational Priority	48
LBC	RCS	ICT Strategy - Bookings and Payments	Organisational Priority	95
LBC	RCS	ICT Strategy - GIS Phase 2 - development of Corporate Geographical Information System	Organisational Priority	95
LBC	RCS	Corporate Property Maintenance - Cooling - whole estate	Organisational Priority	475
				<b>5,176</b>

**Total of Delivering High Quality Public Services and Improving Value for Money**

SLIPPAGE FROM 2009/10				2010/11 £'000s
Funding Source	Dept.	Description	Type of Bid	
LBC	All	Slippage from 2009/10 on various schemes	Slippage	5,358
				<b>5,358</b>

**148,662**