CROYDON COUNCIL

DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

2012/13

Appendix F to agenda item 6 Cabinet, 20th February 2012

REVENUE BUDGET SUMMARY

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REVENUE BUDGET SUMMARY

ACTUAL		RESTATED ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
2010/11	DESCRIPTION	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	, ,
	SERVICE BUDGETS	772.17				
105,396	Department of Adult Services, Housing and Health	117,855	2,240	(2,530)	117,564	(0
	Children, Families and Learners	103,237	784	7,612	111,633	8
		67,716	644	6,888	75,248	11
	Corporate Resources and Customer Services	26,365	1,228	1,685	29,278	11
		7,066	86		5,513	(22
	Contribution to Provision for Doubtful Debts	180	00	(1,639)	180	(22
				975	100	_
	Senior Management Restructure	(975)				
	Employment Based Cost Review	(391)		391	-	
	Layers and Spans	-		(300)	(300)	n/
	Business Support			(400)	(400)	
	Carbon Credits	-		190	190	
317,727	NET COST OF SERVICES	321,053	4,982	12,871	338,906	6
(00.000)						
	Area Based Grants			,		n,
	Core Grants	(38,911)		(2,132)	(41,043)	
	Contingency / Unallocated Provision Levies from Other Bodies	1,000		-	1,000	
252	Environment Agency	272		0	272	
386	Lee Valley Regional Park Authority	407		(0)	407	(
1,181	London Boroughs Grants Committee	1243		(736)	507	(5
483	London Pensions Fund Authority	688		(250)	438	(3
	· ·			,		`
	Interest and Investment Income	(1,911)			(1,911)	
10,286	Interest Payable	10,653		736	11,389	
294,922	NET OPERATING EXPENDITURE	294,494	4,982	10,490	309,966	
	ADDDODDIATIONS					-
	APPROPRIATIONS			(4.40)		<u>_</u>
	Contributions to / (from) Earmarked Reserves	3,387		(146)		(
	Provision for Repayment of External Loans Revenue Expenditure Funded from Capital under	(21,858)		(5,668)	(27,526)	2
	Statute (REFCUS)	-		(14,825)		
	Deferred / Intangible Charges Written Off Contribution to / (from) General Balances	(2,210) -		(939)	(3,149)	4 n
264,060	BUDGET REQUIREMENT	273,815	4,982	(11,088)	267,707	6
	FINANCED BY					
15,030	Revenue Support Grant	29,124		(26,918)	2,206	(9
	Collection Fund surplus / (deficit)	3,345		(179)		`(
	Payments from NNDR Pool	94,221		19,579	113,800	2
	Council Tax - Band D Equivalent	147,125		1,410	148,535	
264,060	TOTAL FINANCING	273,815			267,707	(
	TOTAL FINANCING					
0010/11	*		0014/40	0010/10		Chanca
2010/11			2011/12	2012/13		Change
Band D	COUNCIL TAY OF THE STATE OF		Band D	Band D		Band D
quivalent	COUNCIL TAX SUMMARY		Equivalent	Equivalent		Equivale
	±1		£.pp	£.pp		%
£.pp		l l			1	
£.pp 1,150.11	London Borough of Croydon Greater London Authority	147,125 39,633	1,150.11 309.82	1,150.11 306.72	148,535 39,612	0. -1.00

ACTUAL 2010/11		RESTATED ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
	DESCRIPTION	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	EXPENDITURE					
447,960	Employees	159,266	1,218	(20,104)		(12)
47,484	Premises related expenditure	21,875	304	(535)		(1)
94,102	Supplies and Services	294,458	203	(254,761)	39,901	(86)
201,658	Third Party Payments	191,172	3,887	10,315	205,374	7
510,468	Transfer Payments	294,548	68	228,438	523,054	78
11,168	Transport related expenditure	8,579	61	(344)	8,296	(3)
55,250	Capital Charges	29,828	-	6,914	36,742	23
18,119	Deferred/Intangible Charges	2,211		939	3,150	42
-	REFCUS	-	-	14,825	14,825	-
(4,311)	Corporate support services bought in	(4,319)	-	(858)	(5,177)	20
26,896	Recharges from other services	19,005	(22)	62,688	81,671	330
1,408,794	TOTAL EXPENDITURE	1,016,623	5,719	47,517	1,069,860	5
	INCOME					
	INCOME	(593,624)		15,561	(578,063)	(3)
` ' '	Government Grants Area Based Grants	(593,624)	_	15,561	(370,003)	(5)
()	Other Grants, reimbursements and contributions	(12,589)	(80)	911	(11,758)	(7)
, ,	Fees and Charges	(36,840)	(543)	1,693	(35,690)	(3)
	Other Customer and Client Receipts	(22,378)	(135)	5,846	(16,667)	(26)
	Interest Receivable	(140)	(133)	(7)		5
, ,	Recharges to other services	(29,998)	21	(58,650)	1 '	195
	TOTAL INCOME	(695,570)	(737)	(34,646)		5
(.,00,,007)		(000,0,0)	(. 5.7]	(,,-)	(
317,727	NET EXPENDITURE	321,053	4,982	12,871	338,906	6

		ORIGINAL	ORIGINAL	CHANGE
DESCRIPTION	Note	BUDGET	BUDGET	IN
		2011/12	2012/13	FTE
		FTE STAFF	FTE STAFF	FTE STAFF
Chief Executive's Office		166.3	155.7	(10.6)
Children, Families and Learners		1,199.8	1,104.6	(95.2)
Planning and Environment		681.5	567.4	(114.1)
Department of Adult Services and Housing and Health		631.6	621.4	(10.2)
Corporate Resources and Customer Services		692.9	694.0	1.1
TOTAL FTE STAFF		3,372.1	3,143.2	(228.9)

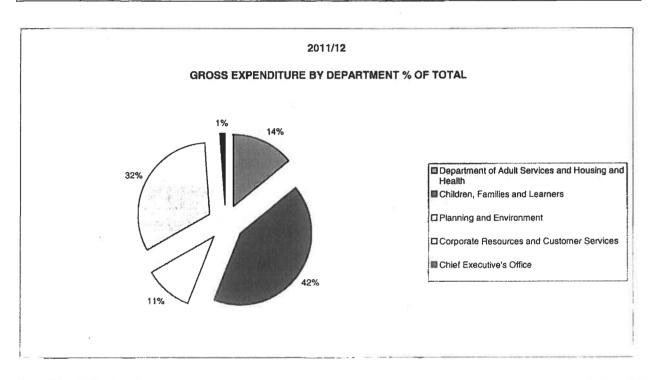
^{*} The budget book 2011/12 budget has been re-stated to reflect the change in departmental structure

	Chief	Corporate	Planning and	Children	HRA	Denartment	
	Executive's	Resources	Environment	Families	*	Of Adult Serv	
DESCRIPTION	Office	Customer Serv.		and Learners		Housing & Health	TOTAL
	£000,8	£000's	£000,s	£000,8	£000,8	£000,s	£000,8
Central Finance	24	(2,245)	484	898	204	999	
Finance Unification	0	(1,663)	482	755	0	426	
Treasury and Pensions	N	(215)	46	83	20	64	
Audit and Fraud	16	(1,489)	321	576	135	441	
Strategy and Performance	15	(1,390)	300	538	126		
Procurement and Commissioning	12	(1,128)	243	437	102		
Risk and CPO	_	(06)	19	35	8	27	
SCPP - Services	0	(373)	150	208	0	15	
Corporate Planning	-	(138)	30	53	13		
Exchequer	e	(1,101)	162	158	95	683	
Cash and Control	0	(332)	82	0	253	0	
Customer Strategy and Development	2	(476)	103	184	43	141	
Contact Centre	20	(3,126)	1,153	471	629	823	
Communications	80	(662)	159	286	29	219	
FM Services - Soft	118	(3,702)	1,098	1,164	559	292	
FM Services - Hard	0	(4,385)	1,452	1,819	229	885	
ST and ICT Strategy	က	(358)	99	171	37	81	
Information Communication Technology	8	(2,122)	330	1,017	217	478	
Telephony Service	7	(244)	138	358	77	169	
Service Transformation Program	_	(128)	24	61	13	29	
ICT Contract	132	(14,249)	2,634	6,810	1,459	3,214	
Health and Safety Team	0	0	0	0	0	0	
Property Team	_	(138)	30	54	13	41	
Corporate Promotions	(1)	55	(12)	(21)	(2)	(16)	
Step Change PMO	-	(101)	22	33	6		
HR Consultancy Summary	(1,737)	_	334	814	186	281	
Health and Wellbeing	(260)		20	122	28	42	
Health and Safety Team	(444)	15	94	168	39		
Business Development Information	(1,694)	119	326	794	181	274	
Organisational Effectiveness	(542)	38	104	254	58	88	
Corporate Learning and Development	(52)	18	20	121	28	42	
Equalities and Social Inclusion	(846)	28	178	320	75	245	
Total	(5 203)	(800.04)	10 719	18 717	4 928	11 064	1
IOG	(0,000)	(40,040)	10,714	10,40	4,020	100	

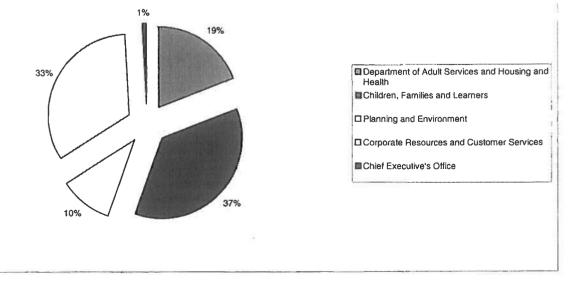
* Non general fund support charge

DEPARTMENTAL GROSS EXPENDITURE

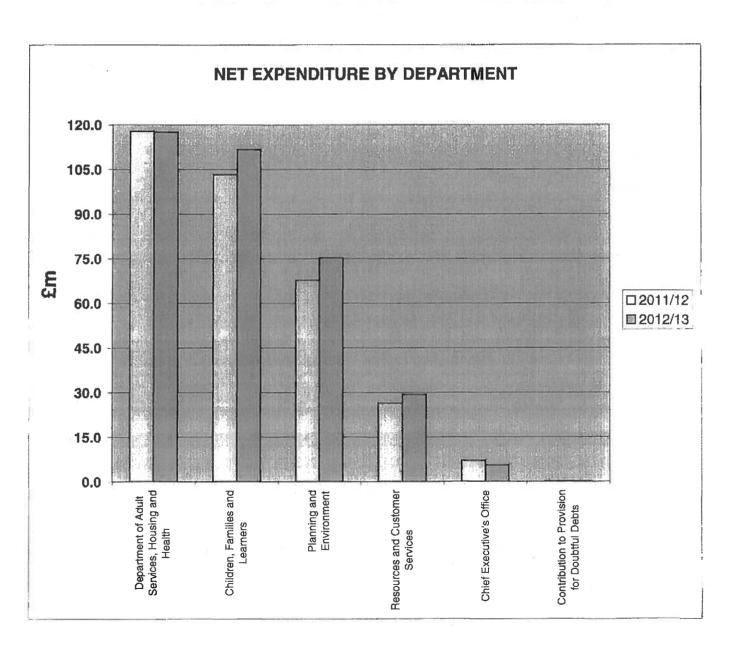
ACTUAL 2010/11 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations Expenditu Inflation (B) £000's		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E)
120,831 308,360 14,386	SERVICE BUDGETS Department of Adult Services Housing and Health Children, Families and Learners Planning and Environment Corporate Resources and Customer Services Chief Executive's Office Contribution to Provision for Doubtful Debts Senior Management Restructure Employment Based Cost Review Layers and Spans Business Support Carbon Credits	144,821 424,392 107,932 329,054 11,610 180 (975) (391)	2,656 834 876 1,267 86 - - -	57,604 (37,470) 1,587 26,937 (1,997) - 975 391 (300) (400) 190	110,395 357,258 9,699 180	42 (9) 2 9 (16) - (100) (100) n/a n/a
1,408,794	GROSS DEPARTMENTAL COST OF SERVICE	1,016,623	5,719	47,517	1,069,860	5



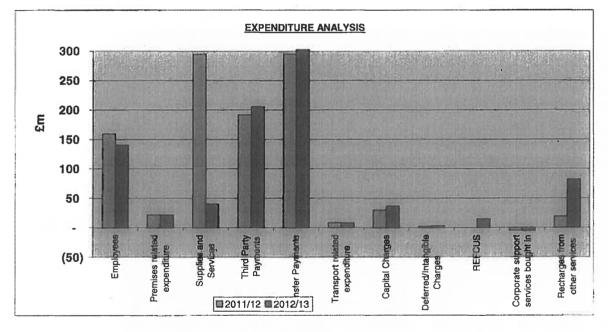
2012/13 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL

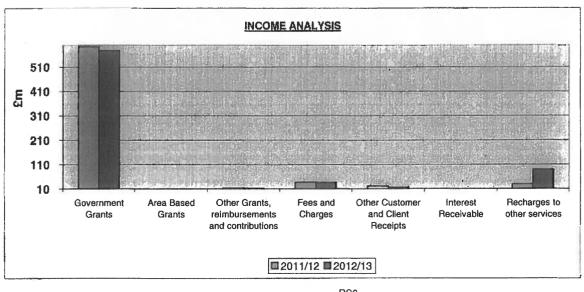


ACTUAL 2010/11	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12	Variations Expenditu Inflation		ORIGINAL BUDGET 2012/13	% CHANGE
£000's		(A) £000's	£000's	(C) £000's	(D) £000's	(E)
20003	SERVICE BUDGETS	20003	20003	20003	2000 0	
105,396	Department of Adult Services, Housing and Health	117,855	2,240	(2,530)	117,564	(0)
99,731	Children, Families and Learners	103,237	784	7,612	111,633	8
69,728		67,716	644	6,888	75,248	11
34,760	Resources and Customer Services	26,365	1,228	1,685	29,278	11
8,113	Chief Executive's Office	7,066	86	(1,639)	5,513	(22)
-	Contribution to Provision for Doubtful Debts	180	-	-	180	
-	Senior Management Restructure	(975)	-	975	-	(100)
-	Employment Based Cost Review	(391)	-	391	-	(100)
	Layers and Spans	B 1-	-	(300)		n/a
-	Business Support	-	-	(400)	(400)	n/a
-	Carbon Credits	-	-	190	190	n/a
317,727	NET COST OF SERVICES	321,053	4,982	12,871	338,906	6



		RESTATED				
ACTUAL		ORIGINAL	Variations		ORIGINAL	
2010/11		BUDGET		ure on (A)	BUDGET	%
	DESCRIPTION	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	EXPENDITURE					
447,960	Employees	159,266	1,218	(20,104)		(12)
47,484	Premises related expenditure	21,875	304	(535)	21,644	(1)
94,102	Supplies and Services	294,458	203	(254,761)	39,901	(86)
201,658	Third Party Payments	191,172	3,887	10,315	205,374	7
510,468	Transfer Payments	294,548	68	228,438	523,054	78
11,168	Transport related expenditure	8,579	61	(344)	8,296	(3)
55,250	Capital Charges	29,828	-	6,914	36,742	23
18,119	Deferred/Intangible Charges	2,211	-	939	3,150	42
- 1	REFCUS	-	- 1	14,825	14,825	n/a
(4,311)	Corporate support services bought in	(4,319)	-	(858)	(5,177)	20
26,896	Recharges from other services	19,005	(22)	62,688	81,671	330
1,408,794	TOTAL EXPENDITURE	1,016,623	5,719	47,517	1,069,860	5
	INCOME					
(612,043)	Government Grants	(593,624)	-	15,561	(578,063)	(3)
(117)	Area Based Grants	-	-	-	-	n/a
(267,054)	Other Grants, reimbursements and contributions	(12,589)	(80)	911	(11,758)	(7)
(150,896)	Fees and Charges	(36,840)	(543)	1,693	(35,690)	(3)
(30,089)	Other Customer and Client Receipts	(22,378)	(135)	5,846	(16,667)	(26)
(87)	Interest Receivable	(140)	` - '	(7)	(147)	5
(30,781)	Recharges to other services	(29,998)	21	(58,650)	(88,627)	195
(1,091,067)	TOTAL INCOME	(695,570)	(737)	(34,646)	(730,952)	5
317,727	NET EXPENDITURE	321,053	4,982	12,871	338,906	6





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KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

- 1) Deliver Step Change Programme efficiency savings.
- 2) Implement the Workforce Strategy through delivery of the 5 key plans that under pin the Strategy.
- 3) Deliver successful Alternative Voting referendum.
- 4) Manage transition of public health to local authority and establishment of replacement LSP arrangements.
- 5) Deliver the Strong Society Strategy.
- 6) implement the Equality Strategy and requirements of the Equality Act 2010.

KEY VOLUME INDICATORS

		RESTATED	FORECAST	FORECAST	
	ACTUAL	ORIGINAL			%
DESCRIPTION	2010/11	2011/12	2011/12	2012/13	CHANGE
Registration of Births	4,498	4,000	4,500	4,400	(2.2)
Registration of Deaths	2,014	2,500	1,990	2,000	0.5
Number of marriages	600	600	650	700	7.7
Certificates from archives	4,429	5,500	3,900	3,600	(7.7)
% of people who believe people get on well together (NI 1)	N/A	N/A	N/A	N/A	n/a
No. of visits to croydon.gov.uk	2,388,624	2,320,000	2,290,000	2,650,000	15.7
	- 121				
Average sick days per FTE	5.5	6.0	4.3	5.5	

FINANCIAL PERFORMANCE

FINANCIAL PENI ORIGINALOL		RESTATED	FORECAST	BUDGET	
DESCRIPTION	ACTUAL	ORIGINAL			%
	2010/11	2011/12	2011/12	2012/13	CHANGE
	£000	£000	£000	0003	
Employees	10,763	9,365	8,788	8,540	(3)
Premises related expenditure	41	10	10	10	•
Supplies and Services	3,788	2,850	2,941	2,839	(3)
Third Party Payments	4,089	3,778	3,908	3,382	(13)
Transfer Payments	154	134	150	144	(4)
Transport related expenditure	40	44	. 39	46	18
Capital Charges	3	1,187	1,187	-	(100)
Deferred/Intangible Charges	250	122	122	123	1
REFCUS		-	-	-	n/a
Corporate support services bought in	(5,045)	(5,886)	(5,888)	(5,391)	(8)
Recharges (to) / from other services	(3,076)	(1,954)	(2,304)	(1,954)	(15)
TOTAL EXPENDITURE	11,007	9,650	8,953	7,739	(14)
Government Grants	(142)	-	-	=	n/a
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(42)	(39)	(39)	(39)	-
Fees and Charges	(2,485)	(2,084)	(2,086)	(1,818)	(13)
Other Customer and Client Receipts	(225)	(462)	(446)	(370)	(17)
Interest Receivable			_	-	n/a
TOTAL INCOME	(2,894)	(2,585)	(2,571)	(2,227)	(13)
NET EVOCADITI DE	8,113	7,065	6,382	5,512	(14)
NET EXPENDITURE	5,110	7,000	3,304		(1.7)
Contributions to / (from) Reserves	(193)	163	163	75	(54)
CURRENT BUDGET	9,804		6,930		
	(4.004)	1	(005)	l	

NET EXPENDITURE	8,113	7,065	6,382	5,512	(14)
Contributions to / (from) Reserves	(193)	163	163	75	(54)
CURRENT BUDGET	9,804		6,930		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(1,884)		(385)		

TOP FINANCIAL RISKS 2012.13

- 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.

CABINET MEMBERS

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

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jon Rouse	Chief Executive Officer	61429
Julie Belvir	Solicitor to the Council and Monitoring Officer (Democratic & Legal Division)	64985
Pam Parkes	Director of Workforce & Community Relations	47090

MOVEMENT IN SERVICE NET EXPENDITURE

		RESTATED	Variations	in Level of	ORIGINAL	
FORECAST	å	BUDGET	Expenditu		BUDGET	%
2011/12	SERVICE	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
3,239	Democratic and Legal Services	3,744	39	(319)	3,464	(7)
177	Workforce and Community Relations	(180)	42	(332)	(470)	161
1,808	Voluntary Sector Funding	1,808	-	(270)	1,538	(15)
1,158	Chief Executive's Office	1,693	5	(718)	980	(42)
6,382	TOTAL NET SPEND	7,065	86	(1,639)	5,512	(22)

163 Contributions to / (from) Reserves 163 -	(88)	75	(54)

	DEOTATED		
	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN I
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Democratic and Legal Services	66.8	59.9	(6.9)
Workforce and Community Relations	90.5	87.8	(2.7)
Voluntary Sector Funding	-	-	- [
Chief Executive's Office	9.0	8.0	(1.0)
TOTAL FTE STAFF	166.3	155.7	(10.6)

SUBJECTIVE SUMMARY

		RESTATED ORIGINAL	Variations i		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	* Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	to a make a second and a second a second and	£000's	£000's	£000's	£000's	%
	Employees	9,365	71	(896)	8,540	(
	Premises related expenditure	10		-	10	
2,941	Supplies and Services	2,850	4	(15)	2,839	(
3,908	Third Party Payments	3,778	11	(407)	3,382	(1
	Transfer Payments	134	-	10	144	•
	Transport related expenditure	44	_	2	46	
	Recharges from other services	5	_		5	
		 		(4.000)		
	TOTAL EXPENDITURE	16,186	86	(1,306)	14,966	(
	Government Grants		-	-	-	n.
(39)	Other Grants, reimbursements and contributions	(39)	= -	-	(39)	
(2,086)	Fees and Charges	(2,084)		266	(1,818)	(1:
	Other Customer and Client Receipts	(462)	_	92	(370)	(20
(1.0)	Interest Receivable	(102)	_	-	(0.0)	n,
(0.200)		(4.050)			(4.050)	
	Recharges to other services	(1,959)	-	-	(1,959)	-
(4,880)	TOTAL INCOME	(4,544)		358	(4,186)	
10,961	NET CONTROLLABLE COST	11,642	86	(948)	10,780	(
				E		
1,187	Capital Charges	1,187	-	(1,187)	-	(10
	Deferred/Intangible Charges	122	-	1	123	
	REFCUS	_				n
(5,888)	Corporate support services bought in	(5,886)		495	(5,391)	(
10023	TOTAL UNCONTROLLABLE COST	(4,577)	-	(691)	(5,268)	
2 1						
6,382	NET COST OF SERVICE	7,065	86	(1,639)	5,512	(2
163	Contributions to / (from) Earmarked Reserves	163	- 1	(88)	75	(5-
	Contributions to / (from) Capital Reserves:		_	(55)	_	n
_	Financing of Capital Expenditure	_		_	_	n
	Provision for Repayment of External Loans			_	_	n
	Contribution to / (from) General Balances		- 1	-	_ [n
	TOTAL APPROPRIATIONS	163		(88)	75	
	10			()		(5
6,545	TOTAL NET EXPENDITURE	7,228	86	(1,727)	5,587	(2
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	land and a decided and a second					0.4
	lget - agreed pressures / service demands lget - agreed additional income / savings					31 (99
						(67
					i	
other resource	ce changes					(1,05

SERVICE DESCRIPTION

Legal Services

The Corporate and Social Care and Education Law legal teams deal with corporate legal work and advice, including planning, advice and case work for CFL and DASHH and internal legal support to major projects across all departments. New contracts for the external provision of legal services commenced in April 2011 and are also managed by the teams. These contracts are packaged to provide a range of advice and casework for support for the Council. Payment for legal services work is the responsibility of service departments using devolved budgets, with internal charges funding the internal legal services costs. The Legal teams in the Division have continued to develop their use of an IT based file management system while local quality initiatives benefit from the wider departmental quality network and the corporate Investors in People project.

Democratic Services and Scrutiny

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

Elections, Civic Services, Registration and Coroners

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

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

MOVEMENT IN NET EXPENDITURE

	DECTATED			1	
	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Legal	(188)	23	(21)		(1)
Democratic	2,859	7	(259)	2,607	(9)
Electoral	479	3	49	531	11
Mayoral	316	2	(4)	314	(1)
Registrars	17	4	(84)	(63)	(471)
Contribution to Coroner's Reserve	261	-	-	261	•
Contribution to the Local Election's Reserve	163	-	(88)	75	(54)
		ŀ			
TOTAL NET SPEND	3,907	_39	(407)	3,539	(9)

	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Legal	27.8	25.9	(1.9)
Democratic	15.9	12.9	(3.0)
Electoral	5.7	5.7	-
Mayoral	4.4	4.4	-
Registrars	13.0	11.0	(2.0)
TOTAL FTE STAFF	66.8	59.9	(6.9)

SUBJECTIV	E SUMMARY	RESTATED	6			
FORFOAGT		ORIGINAL		in Level of	ORIGINAL	0/
FORECAST 2011/12	DESCRIPTION	BUDGET 2011/12	Expendite Inflation	re on (A) * Other	BUDGET 2012/13	% CHANGE
2011/12	DEGOTAL TION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	3,267	27	(162)	3,132	(4
10	Premises related expenditure Supplies and Services	10	-	(70)	10	- (0
695	Third Party Payments	2,062 696	1 11	(70) (147)	1,993 560	(3 (20
000	Transfer Payments	-	8	(147)	-	n/a
30	Transport related expenditure	30	-	-	30	-
	Recharges from other services TOTAL EXPENDITURE	6,070	39	(379)	5,730	(6)
0,005	Government Grants	0,070		(373)	3,730	
(30)	Other Grants, reimbursements and contributions	(39)	_	_	(39)	n/a
	Fees and Charges	(500)	_	_	(500)	
	Other Customer and Client Receipts	(142)	= -	_	(142)	
, , ,	Interest Receivable	\`-'	-	_	-	n/a
(2,289)	Recharges to other services	(1,939)	_	-	(1,939)	-
	TOTAL INCOME	(2,620)	-	-	(2,620)	
2,945	NET CONTROLLABLE COST	3,450	39	(379)	3,110	(10
	Capital Charges		-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
294	Corporate support services bought in	294	-	60	354	20
294	TOTAL UNCONTROLLABLE COST	294	-	60	354	20
3,239	NET COST OF SERVICE	3,744	39	(319)	3,464	(7)
0,200		0,7 11		(010)	0,101	
163	Contributions to / (from) Earmarked Reserves	163	-	(88)	75	(54)
	Contributions to / (from) Capital Reserves:	- 1	-	-	-	n/a
	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances] []	-	-	-	n/a n/a
163	TOTAL APPROPRIATIONS	163		(88)	75	(54
3,402	TOTAL NET EXPENDITURE	3,907	39	(407)	3,539	(9)
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE		-1			£000's
Strategic bud	get - agreed pressures / service demands					
trategic bud	get - agreed additional income / savings					
	Non-staff Training					(5
	Members Drop					(10
	Election Reserve					(88
egal Staff R						(34
egistrars Sta	an Heview Itaff Review					(70 (35
crutiny Staff						(70
	Supplies and Services					(90
CBR Pay Pr						`(4
ar Leasing						(6
						(412
ther resource	e changes ngagement					(55
orporate Re						(55 60
•						5
OTAL OTHI	ER VARIATIONS IN RESOURCE					(407)

SERVICE DESCRIPTION

Mission:

The Workforce and Community Relations (WCR) Division provides a range of services designed to enable the delivery of the 'people' elements of serving our customers well through skilled and well led staff. A new and welcome addition to the service this year is the Equalities and Cohesion Team. The integration of this team will enable improved external focus and partnership working.

Key Objectives:

The Division's role is not only to support but also to lead and set examples. The success of WCR in its widest context depends upon the ability of the division to set the pace cohesively on issues surrounding recruitment and retention, management best practice, leadership, talent management and workforce planning, and the promotion of a workforce equalities and wider equalities and community empowerment agenda. The workforce priorities remain as follows:

- Increasing middle management capacity, capability and consistency
- Improving customer service
- Improving wellbeing and managing absence consistently and robustly
- Responding to an ageing workforce through succession planning
- · Responding to equalities priorities, in particular in relation to the new requirements of the Equalities Act 2010
- Enabling the reduction of over-reliance on the use of agency workers, interims and consultants
- Supporting the delivery of the worklessness agenda and improve workforce planning through apprenticeships and placements
- Informing and responding to the projects with workforce implications required to enable the delivery of the Step Change Croydon transformation agenda

Following the Comprehensive Spending Review in 2010, the pace of change and requirements for efficiencies has accelerated requiring deeper changes to terms and conditions. Therefore the key workforce priorities have been reviewed and extended to include:

- · Implementing new flexible working policies
- Delivering the cultural change management plan
- Establishing succession plans and implementing talent management
- · Developing new professional and technical skills
- · Delivering the holistic wellbeing plan
- Delivering employee engagement plan
- Establishing the 'new deal' for employees

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
14	BUDGET	Expenditu	re on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
HR Consultancy	(313)	12	(122)	(423)	35
Recruitment	55	3	(211)	(153)	(378)
Business Development and Information	(206)	9	216	19	(109)
Organisational Development	(235)	4	321	90	(138)
Health and Well-Being	62	2	(136)	(72)	(216)
Health and Safety	121	4	(152)	(27)	(134)
Corporate Learning and Member Development	(6)	3	35	32	(633)
Corporate Equalities and Communities	571	4	(360)	215	(62)
Local Strategic Partnership	(229)	1	77	(151)	(34)
				-	
TOTAL NET SPEND	(180)	42	(332)	(470)	161

	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR Consultancy	25.4	29.0	3.6
Recruitment	7.9	6.2	(1.7)
Business Development and Information	13.8	11.8	(2.0)
Organisational Development	9.0	9.0	-
Health and Well-Being	4.0	3.8	(0.2)
Health and Safety	10.0	8.0	(2.0)
Corporate Learning and Development	8.0	8.0	-
Corporate Equalities and Communities	10.4	10.0	(0.4)
Local Strategic Partnership	2.0	2.0	-
	·		1
TOTAL FTE STAFF	90.5	87.8	(2.7)

WORKFORCE AND COMMUNITY RELATIONS

FORECAST		RESTATED ORIGINAL BUDGET		ire on (A)	ORIGINAL BUDGET	%
2011/12 £000's	DESCRIPTION	2011/12 (A) £000's	Inflation (B) £000's	* Other (C) £000's	2012/13 (D) £000's	CHANGE (E) %
	Employees	5,388	39	(590)	4,837	(10
000	Premises related expenditure Supplies and Services		•	- 445		n/:
	Third Party Payments	628 1,163	3	115 10	746 1,173	19
1,200	Transfer Payments	',''	-		.,,,,	n/a
9	Transport related expenditure	13	-	2	15	15
0.004	Recharges from other services	7.100	40	(400)		n/:
6,891	TOTAL EXPENDITURE	7,192	42	(463)	6,771	(6
	Government Grants Other Grants, reimbursements and contributions	-	- :			n/a n/a
(1,546)	Fees and Charges	(1,584)		266	(1,318)	(17
(254)	Other Customer and Client Receipts	(320)	-	92	(228)	(29
	Interest Receivable	-	-		-	n/
	Recharges to other services	-	-		-	n/
(1,800)	TOTAL INCOME	(1,904)		358	(1,546)	(19
5,091	NET CONTROLLABLE COST	5,288	42	(105)	5,225	(1
	Capital Charges		- 1			n/
122	Deferred/Intangible Charges	122		Î	123	1
ĺ	REFCUS		-	-		n/a
	Corporate support services bought in	(5,590)		(228)	(5,818)	4
(4,914)	TOTAL UNCONTROLLABLE COST	(5,468)	-	(227)	(5,695)	4
177	NET COST OF SERVICE	(180)	42	(332)	(470)	161
- 1	Contributions to / (from) Earmarked Reserves				_]	n/
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/
-	Financing of Capital Expenditure		-	-	-	n/a
	Provision for Repayment of External Loans Contribution to / (from) General Balances		-	-	-	n/a n/a
1	TOTAL APPROPRIATIONS		-		-	
		<u> </u>				n/:
177	TOTAL NET EXPENDITURE	(180)	42	(332)	(470)	161
OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE		_			£000's
	get - agreed pressures / service demands					07
	arget reduction Farget reduction					27 27
	service rebasing income				l	43
	act Efficiencies					201
Jnion Supplie	es Employees and Services and Services uplift				}	21
1/						319
<u>Strategic bud:</u> Review LSP \	get - agreed additional income / savings					(75
SP Staff Red						(25
	Cost Reduction				j	(20
Severance Pa IP Budget cut	ayment budget cut					(62 (10
.&D Budget cu						(25
dembers Dev	elopment Budget reduction					(14
BCR - Pay F	Protection eview/BDI Staff review					(32 (2
Car Leasing	eview/BDI Staff review					(Z (4
ou, couomig					0	(288
Other resource						
Budget Adjust Corporate Re	tment - SCPP			1 8		(62 (228
	untary Severance Payment to Corporate					(5
	ategy & Analysis to SCPP					(87
/irement: JC /irement: PA	Decaux Income to SCPP Restructure					56 (10
	verance Savings (JB)				í	(3
/irement: Em	ployee Assistance Programme from CFL					7(
nter CEO Adj						(14
	110					
linor variatio						(36)
ninor variatio		7				(360

SERVICE DESCRIPTION

Corporate Voluntary Sector Support

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

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

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

MOVEMENT IN NET EXPENDITURE

MOVEMENT NAME ENDITORIE					
	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expendite	ure on (A)	BUDGET	%
E .	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Voluntary Sector Funding	1,808		(270)	1,538	(15)
TOTAL NET SPEND	1,808	0	(270)	1,538	(15)

STAFF ESTABLISHMENT NUMBERS			
	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	iN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Nil Staff	-	-	-
			i
	1		
TOTAL FTE STAFF		-	-

FORECAST	ESUMMARY	RESTATED ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
2011/12 £000's	DESCRIPTION	2011/12 (A) £000's	Inflation (B) £000's	* Other (C) £000's	2012/13 (D) £000's	CHANGE (E) %
	Employees Premises related expenditure	•]	-	-	<u>-</u>	n/a n/a
	Supplies and Services	[-	-	n/a
	Third Party Payments	1,674	-	(270)	1,404	(16)
150	Transfer Payments Transport related expenditure	134	-	-	134	- n/a
	Recharges from other services		-	-	-	n/a
1,808	TOTAL EXPENDITURE	1,808	-	(270)	1,538	(15)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
•	Other Customer and Client Receipts Interest Receivable	-	-	-	-	n/a n/a
-	Recharges to other services	_ [1	_	-	n/a
	TOTAL INCOME	- 1	-	_	-	n/a
1,808	NET CONTROLLABLE COST	1,808	-	(270)	1,538	(15)
	Capital Charges	- 1		_		n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-			-	n/a
-	Corporate support services bought in		-			n/a
1	TOTAL UNCONTROLLABLE COST	<u> </u>		-	-	n/a
1,808	NET COST OF SERVICE	1,808	-	(270)	1,538	(15)
	Contributions to / (from) Earmarked Reserves					n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
Va /L	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans		-	-	-	n/a n/a
	Contribution to / (from) Conoral Palances				,	
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	_	_	_	•	
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-	-	•	
-		1,808	-	(270)	1,538	n/a
1,808	TOTAL APPROPRIATIONS	1,808	-	(270)	1,538	n/a
1,808 OTHER VA	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	1,808	-	(270)	1,538	n/a
1,808 OTHER VA	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	1,808	-	(270)	1,538	n/i
1,808 OTHER VA	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	1,808	-	(270)	1,538	n/i
1,808 OTHER VA	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	1,808	-	(270)	1,538	n/i
1,808 OTHER VA	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands	1,808	-	(270)	1,538	n/i
1,808 OTHER VA Strategic bud Strategic bud Review Volur	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands Iget - agreed additional income / savings Intary Sector grant	1,808	-	(270)	1,538	n/s (15 £000's
1,808 OTHER VA Strategic bud Strategic bud Review Volur	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	1,808	-	(270)	1,538	n/s (15 £000's
1,808 OTHER VA Strategic bud Strategic bud Review Volur	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands Iget - agreed additional income / savings Intary Sector grant	1,808	-	(270)	1,538	(15 £000's
1,808 OTHER VA Strategic bud Strategic bud Review Volur	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands Iget - agreed additional income / savings Intary Sector grant Inmunity Involvement provision	1,808	-	(270)	1,538	(15 £000's
1,808 OTHER VA Strategic bud Review Volumer Remove Communications	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands Iget - agreed additional income / savings Intary Sector grant Inmunity Involvement provision	1,808	-	(270)	1,538	(15 £000's
1,808 OTHER VA Strategic bud Strategic bud Review Volunt Remove Com	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands Iget - agreed additional income / savings Intary Sector grant Inmunity Involvement provision	1,808	-	(270)	1,538	15 £000's £000's
1,808 OTHER VA Strategic bud Review Volumer Remove Communications	TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands Iget - agreed additional income / savings Intary Sector grant Inmunity Involvement provision	1,808	-	(270)	1,538	n/a

SERVICE DESCRIPTION

The Chief Executive Office are a team of Executive Assistants that support the functions of the Chief Executive Officer and the Executive Directors within the Council . In addition, the Executive Support Team support the functions of the Corporate Management Team within the Council				

MOVEMENT IN NET EXPENDITURE

MOVEMENT IN INC. EXCEPTIONE					
	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	ure on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Chief Executive's Office	1,693	5	(718)	980	(42)
TOTAL NET SPEND	1,693	5	(718)	980	(42)

STAFF ESTABLISHMENT NUMBERS	 		
	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
_	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Chief Executive's Office	9.0	8.0	(1.0)
TOTAL FTE STAFF	 9.0	8.0	(1.0)

SUBJECTIV	E SUMMARY					
		RESTATED	Variations	in Level of	ORIGINAL	
FORECAST		ORIGINAL		ire on (A)	BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	* Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	a'0003	%
762	Employees	710	5	(144)	571	(20)
405	Premises related expenditure	- 100	-	(60)	100	n/a
	Supplies and Services Third Party Payments	160 245	•	(60)	245	(38)
2,0	Transfer Payments	245		10	10	n/a
	Transport related expenditure	1	-	-	1	-
	Recharges from other services	-			-	n/a
1,137	TOTAL EXPENDITURE	1,116	5	(194)	927	(17)
-	Government Grants	-	-	-	-	n/a
•	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	=	-	n/a
-	Other Customer and Client Receipts	-	-	-	- 1	n/a
_	Interest Receivable	-	-	-	-	n/a
(20)	Recharges to other services	(20)			(20)	-
(20)	TOTAL INCOME	(20)	-	-	(20)	-
1,117	NET CONTROLLABLE COST	1,096	5	(194)	907	(17)
1 107	Capital Charges	1,187		(1,187)		(100)
	Deferred/Intangible Charges	1,10/	-	(1,10/)	_ [(100) n/a
	REFCUS	_	-		-	n/a
(1,146)	Corporate support services bought in	(590)	-	663	73	(112)
41	TOTAL UNCONTROLLABLE COST	597	-	(524)	73	(88)
1,158	NET COST OF SERVICE	1,693	5	(718)	980	(42)
	Contributions to / (from) Earmarked Reserves			_		n/a
TORS -	Contributions to / (from) Capital Reserves:		-	-	_	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	- 1	-	n/a
-	Contribution to / (from) General Balances		-	-	-	n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,158	TOTAL NET EXPENDITURE	1,693	5	(718)	980	(42)
		, ,		, ,	L-	
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
						-
	get - agreed additional income / savings					(05)
Reduce CE S	Support					(25)
						(25)
O4h	an abangan					(20)
Other resource	ce cnanges verance Payment to Corporate					(132)
Virement: CE						35
	ntral Administration Training Budget to SCPP					(90)
Deferred Cha	rges					(1,187)
	tment - SCPP					14
Corporate Re						663 4
virement: Wa	RCR - Local Strategic Partnership					4
						(693)
ТОТАІ. ОТНІ	ER VARIATIONS IN RESOURCE					(718)
- STAL OTH	47114110110 111 115001105					(, ,0)

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KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

- 1) Improving early assistance including 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.
- 8) Improving place planning and the availability of school places.
- 9) Implementing the Special Educational Needs (SEN) strategy.
- 10) Improving joint commissioning with health.

KEY VOLUME INDICATORS

	ACTUAL	RESTATED
DESCRIPTION	2010/11	2011/12
Nursery school pupils	230	272
Primary pupils, including nursery classes	28,262	28,281
Secondary pupils	14,814	14,889
Special school pupils	601	611
Pupils in pupil referral units	304	225

FORECAST	FORECAST	%
2011/12	2012/13	CHANGE
272	457	68
28,846	24,183	(16)
14,797	13,428	(9)
637	573	(10)
220	262	19

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL	RESTATED ORIGINAL	FORECAST	BUDGET	%
DESCRIPTION	2010/11	2011/12	2011/12	2012/13	76 CHANGE
	£000	£000	£000	£000	OHARGE
Employees	336,130	58,454	56,484	51,444	(9)
Premises related expenditure	27,763	3,705	3,799	3,223	(15)
Supplies and Services	52,528	261,787	261,607	8,591	(97)
Third Party Payments	64,921	51,862	52,211	57,238	`10
Transfer Payments	252,457	3,676	1,097	206,984	18,768
Transport related expenditure	8,336	6,694	6,613	6,616	0
Capital Charges	29,506	12,930	12,709	14,574	15
Deferred/Intangible Charges	8,340	129	129	150	16
REFCUS	-,	-		9,725	n/a
Corporate support services bought in	16,757	17,764	17,764	18,718	5
Recharges (to) / from other services	8,206	1,380	1,585	2,703	71
TOTAL EXPENDITURE	804,944	418,381	413,998	379,966	(8)
Government Grants	(340,523)	(302,103)	(299,792)	(262,256)	(13)
Area Based Grants	(17)	-	-	-	n/a
Other Grants, reimbursements and contributions	(239,045)	(2,765)	(2,760)	(1,956)	(29)
Fees and Charges	(118,795)	(6,081)	(5,630)	(3,340)	(41)
Other Customer and Client Receipts	(6,833)	(4,194)	(3,689)	(780)	(79)
Interest Receivable	_		-	-	n/a
TOTAL INCOME	(705,213)	(315,144)	(311,871)	(268,333)	(14)
NET EXPENDITURE	99,731	103,237	102,127	111,633	9
Contributions to / (from) Reserves	2,229	0	0	0	n/a
CURRENT BUDGET	93,934		102,449		

TOP FINANCIAL RISKS 2012/13

TOTAL VARIANCE FROM BUDGET- Over/(Under)

- 1) Asylum Seeker costs Changes in grant provision and increasing demand could put pressure on this area
- 2) Leaving Care/No recourse to public funds Increasing demand and insufficient grant funding could lead to additional pressures

8,026

(322)

- 3) Children's Social Care Placements Demand led volatility could lead to budget pressures
- 4) SEN Placements Demand led volatility could lead to budget pressures
- 5) CALAT Close monitoring of budgets to remain within cash limits and Learning Skill Council grant limitations
- 6) The conversion of maintained schools to academy status will continue to reduce DSG funding available for centrally provided schools services.

CABINET MEMBER

	Deputy Leader (Regeneration & Economic Development) and
Councillor Tim Pollard	Cabinet Member for Children, Young People & Learners
Councillor Sara Bashford	Cabinet Member for Customer Services, Culture & Sport

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Paul Greenhalgh	Executive Director of Children, Families and Learning	65787
Alan Potter	Director - Learning and Inclusion	65690
David Worlock	Director - Social Care and Family Support	65452
Jane Doyle	Director - Community and Support Services	65671

MOVEMENT IN SERVICE NET EXPENDITURE

		RESTATED			ODIONAL	
		ORIGINAL	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2011/12	SERVICE	2011/12	Inflation	Other	2012/13	CHANGE
1		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	s'0003	_%
61,663	Social Care and Family Support	61,227	666	1,663	63,556	2
(25,879)	Individual Schools Budget	-	-	-	-	0
31,513	Learning and Inclusion	9,472	71	(1,190)	8,353	(46)
34,830	Community and Support Services	32,538	47	7,139	39,724	0
102,127	TOTAL NET SPEND	103,237	784	7,612	111,633	8

			
0 Good Housekeeping Loan (Schools Budget)	o		0 n/a
[i 1	

	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Social Care and Family Support	662.4	614.5	(47.9)
Individual Schools Budget	-	= = =	-
Learning and Inclusion	335.0	317.7	(17.3)
Community and Support Services	202.4	172.5	(30.0)
4			
TOTAL FTE STAFF	1,199.8	1,104.6	(95.2)

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SODULCITA	E SUMMARY					
		RESTATED				
		ORIGINAL	Variations i		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	* Other	2012/13	CHANGE
00001		(A)	(B)	(C)	(D)	(E)
£000's	E 1	£000's	£000's	£000's	£0003	%
	Employees	58,454	443	(7,453)	51,444	(1
	Premises related expenditure	3,705	- 1	(482)	3,223	(1
	Supplies and Services	261,787	1	(253,197)	8,591	(9
	Third Party Payments	51,862	388	4,988	57,238	1
	Transfer Payments	3,676 6,694	-	203,308	206,984 6,616	5,53
	Transport related expenditure Recharges from other services	7,391	2	(80) 3,102	10,493	(4
	TOTAL EXPENDITURE	393,570	834	(49,814)	344,590	(1
	Government Grants	(302,103)	-	39,847	(262,256)	(1
(2,760)	Other Grants, reimbursements and contributions	(2,765)	-	809	(1,956)	(2
(5,630)	Fees and Charges	(6,081)	(44)	2,785	(3,340)	(4
(3,689)	Other Customer and Client Receipts	(4,194)	(6)	3,420	(780)	(8
	Interest Receivable	-1		-	` - `	'n
	Recharges to other services	(6,011)	-	(1,779)	(7,790)	3
	TOTAL INCOME	(321,155)	(50)	45,082	(276,123)	(1
	<u></u>	1 , , ,				
71,525	NET CONTROLLABLE COST	72,415	784	(4,732)	68,467	(
	Capital Charges	12,930	-	1,644	14,574	1
129	Deferred/Intangible Charges	129	-	21	150	1
	REFCUS		-	9,725	9,725	r
1-97-0	Corporate support services bought in	17,764	-	954	18,718	
30,602	TOTAL UNCONTROLLABLE COST	30,823	-	12,344	43,167	4
102,127	NET COST OF SERVICE	103,237	7 84	7,612	111,633	
1941						
-	Contributions to / (from) Earmarked Reserves	-	-	•	-	n
-	Contributions to / (from) Capital Reserves:	-	-	-	-	r
-	Financing of Capital Expenditure	-	-	-	-	r
T' -	Provision for Repayment of External Loans	-	-	-	-	r
-	Contribution to / (from) General Balances	-	-	-	-	r
_	TOTAL APPROPRIATIONS	-	-	<u>-</u> .	~	r
102 127	TOTAL NET EXPENDITURE	103,237	784	7,612	111,633	
102,127	TOTAL NET EXPENDITORE	103,237	764	7,012	111,000	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	lget - agreed pressures / service demands lget - agreed additional income / savings					2,21 (6,20
						(3,98
Other resource	ce changes					11,60

SERVICE DESCRIPTION

- 1) The work in the Early Intervention and Family Support Service comprises a range of activities from ensuring the sufficiency and quality of early years and child care to ensuring families can access children's centre services in their community. A range of family support services is commissioned from local and national organisations and the CRISS team also offers support and information to practioners working with more vulnerable children including young children with SEN.
- 2) The Safeguarding and Looked After Children Quality Assurance service is responsible for ensuring that the borough's looked after children have appropriate care plans and work 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 the appropriate action is taken where safeguarding concerns are raised. The service oversees the operation of the chils protection process in Croydon.
- 3) The Children in Need service is responsible for initial assessments, core assessments, child protection investigations and direct short term work with children and their families as well as 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 Emergency Duty Team and all services for disabled children.
- 4) The Looked After Children service is responsible for the planning and delivery of care services for looked after children and care leavers. These are children and young people placed in adoption, fostering and residential children's homes, or placed with family and friends, and young people who are care leavers. Many looked after children in the Borough are unaccompanied asylum seeking children (UASC) whose costs are funded from UKBA grant arrangements. The Access to Resources Team supports the care planning and placement needs of the child by identifying an appropriate in-house placement with our own foster carers or by commissioning from the independent sector.
- 5) Integrated Youth support brings together a range of integrated and targeted youth support services delivered by Council staff and through commissioned services.
- 6) The Youth Offending Service works with children and young people who are known to the criminal justice system. The Intensive Supervision & Surveillance Programme (ISSP) is funded by the Youth Justice Board and provides programmes for young offenders for 7 London Boroughs which Croydon hosts.

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Early Intervention and Family Support	13,269	32	(415)	12,886	(3)
Safeguarding and Looked After Children Quality Assurance	1,719	20	609	2,348	37
Children in Need Service	16,373	139	905	17,417	6
Looked After Children	24,019	421	(62)	24,378	1
Youth Services	7,181	51	610	7,842	9
Directorate Support	622	3	(296)	329	(47)
Dedicated Schools Grant	(1,956)		312	(1,644)	(16)
TOTAL NET SPEND	61,227	666	1,663	63,556	4

	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
· · · · · · · · · · · · · · · · · · ·	FTE STAFF	FTE STAFF	FTE STAFF
Early Intervention and Family Support	85.0	75.0	(10.0)
Safeguarding and Looked After Children Quality Assurance	44.1	44.1	0.0
Children in Need Service	156.3	155.3	(1.0)
Looked After Children	263.6	229.6	(34.0)
Youth Services	113.4	110.4	(3.0)
Directorate Support	-	-	-
2			
TOTAL FTE STAFF	662.4	614.5	_(47.9)

POSECAST CONTROLLABLE COST Sq. 142 Contributions to / Contributions / Cont			1			1	
Subject Subj			1 1	Variations	in Level of	ORIGINAL	
Column	FORECAST						%
27,620 Reinjouyee 27,724 278 (1,419) 36,858 (2,276) (4,19) 36,858 (4,29) (4,19) 36,858 (4,19)	2011/12	DESCRIPTION					
27,762 Employees	enon's						
SSS Premises related expenditure		Employees					
39.425 Third Party Payments 39.425 388 2.513 42.226 711 71144 7144 711 7144 7144 711 7144 714				-			3)
Title Transfer Payments 1,174 6(8) 1,111 0 0 0 0 0 0 0 0 0				388		, i	
216 Transport related expenditure 196 5.83 246 2.4, 4,394 Pachingses from other services 4,266 - 1,447 5,713 3.9 81,546 TOTAL EXPENDITURE 85,344 666 (6,862) 80,146 (10,22,865) (2				-			
61,546 TOTAL EXPENDITURE				-	53		27
(22,935) Government Grants (27,114) 3,121 (23,939) (11) (83,939) (11) (83,939) (11) (83,939) (11) (83,939) (11) (83,939) (11) (83,939) (11) (83,939) (11) (83,939) (11) (83,939) (11) (83,939) (11) (12)							
(623) Other Grants, reimbursements and contributions (100) Fees and Charges (100) Fees (100)		L		666			
(100) Fees and Charges (100) 65 (5) (9) (27) (27) (28) (32)	, , ,			-		* '' - '	
(27) Other Customer and Client Receipts (27) (25) (82) 8. High process (42,432) - 297 (4,155) (27,145) (42,24) Recharges to other services (42,432) - 297 (4,155) (27,720) (1,155) (27,720) (27,72	٠,	,					
Interest Receivable (4,249) Recharges to other savices (4,432) 297 (4,138) (27,929) TOTAL INCOME (32,162) 4,442 (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720) (1,138) (27,720)	, ,			_			
Capital Charges	, —· ,		'-'	P .	,,,,,	`-1	
S3,617 NET CONTROLLABLE COST	(4,294)	Recharges to other services	(4,432)	-	297	(4,135)	
- Capital Charges - Deferred/intarpible Charges - Deferred/intarpible Charges - Deferred/intarpible Charges - Deferred/intarpible Charges - S. 466 Corporate support services bought in 8,046 - 2,845 10,889 3 - R. 646 Corporate support services bought in 8,046 - 2,845 10,889 3 - R. 646 Corporate support services bought in 8,046 - 2,845 10,889 3 - R. 646 Corporate Support services - Contributions to (from) Capital Reserves - Financing of Capital Expenditure - Provision for Repayment of Edernal Loans - Provision for Repayment of Edernal Loans - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE - Contributions to (from) Capital Reserves - Contributions of from) General Balances - Contributions of from Capital Reserves - Contributions to From Capital Reserves - Contributions of From Capital Reserves - Contributions to Reserve From Capital Reserves -	(27,929)	TOTAL INCOME	(32,162)	-	4,442	(27,720)	(1-
- Capital Charges - Defored/intargible Charges - Defored Composite Support services bought in 8,045 - 2,845 10,890 33 - Robert COST OF SERVICE - Contributions to / (from) Capital Reserves - Financing of Capital Expenditure - Provision for Regarder - Provision for Regarde							
Befored/mingible Charges	53,617	NET CONTROLLABLE COST	53,182	666	(1,420)	52,428	(
Befored/thingsible Charges							
REFCUS 8,046 TOTAL UNCONTROLLABLE COST 1,063 NET COST OF SERVICE 61,063 TOTAL APPROPRIATIONS 61,063 TOTAL NET EXPENDITURE 61,064 TOTAL NET EXPENDITURE 61,065 TOTAL NET EXPENDITURE 61,066 TOTAL NET EXPENDITURE 61,	-	Capital Charges	[[- [238		
8,046 Corporate support services bought in 8,045 - 2,845 10,890 31 8,046 TOTAL UNCONTROLLABLE COST 8,045 - 3,083 11,128 31 61,663 NET COST OF SERVICE 61,227 666 1,663 83,556 - Contributions to / (from) Earmarked Reserves	•					[]	
61,663 NET COST OF SERVICE 61,227 666 1,663 63,556 - Contributions to / (from) Earmarked Reserves	8,046		8,045	-	2,845	10,890	
Contributions to / (from) Earmatted Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditions Repayment of Capital Expenditions Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS Repayment of External Loans TOTAL APPROPRIATIONS Repayment of External Loans Repayment restructure Repayment restructur	8,046	TOTAL UNCONTROLLABLE COST	8,045		3,083	11,128	38
Contributions to / (from) Earmatted Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditions Repayment of External Loans Contribution to / (from) Capital Reserves: Financing of Capital Expenditions Repayment of External Loans Contribution to / (from) Capital Reserves: In no Contribution to / (from) Capital Balances In no Contribution to / (from) Capital Balances In no Contribution to / (from) Capital External Loans In no Contribution to / (from) Capital Expenditions In no Capital	61 663	NET COST OF SERVICE	61.227	666	1.663	63.556	
- Contributions to /(from) Capital Reserves:			,		.,		
Financing of Capital Expenditure Provision for Prepayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS 61,663 TOTAL NET EXPENDITURE 61,665 TOTAL STATE EXPENDITURE 61,666 1,665 TOTAL STATE EXPENDITURE 61,666 1,665 TOTAL STATE EXPENDITURE 61,665 TOTAL STATE	-		- [-	-	-	
Provision for Repayment of External Loans Contribution to (Vitrom) General Balances TOTAL APPROPRIATIONS Single Strategic Dudget - agreed pressures / service demands. Content Variation of the Strategy funding from Central Government Statutory complaints funding from Chief Executives Office Review of recharge from Youth Service to the HRA Strategic budget - agreed additional income / savings Savings achieved by Increasing benefit claims for the 18+ Unaccompanied Asylum Seeking Children Reduction in funding for the safeguarding childrens board Reduction in funding for the safeguarding residential Resolution in Centres (1,00 Remodelling the delivery of Childrens Centres Resolution from Youth Forest project Resolution in Centre for Youth Service restructure Resolution in Centre for Youth Service restructure Resolution in Centre for Youth Service restructure Resolution in Centre for Youth Service Resolution Resolution in Centre for Youth Service Resolution Resolution in Centre for Youth Service Resolution Resolution Resolution Resolution Resolution Resolution Resolution Resolution Res			-	-	-	-	
Contribution to / (from) General Balances					- 1	-	
61,663 TOTAL NET EXPENDITURE 61,663 TOTAL NET EXPENDITURE 5000'S COTHER VARIATIONS IN LEVEL OF EXPENDITURE 5000'S Strateoic budget - acreed oressures / service demands. 72 Internal tostering proposal 73 Internal tostering proposal 74 Internal tostering proposal 75 Internal tostering proposal 76 Internal tostering proposal 77 Internal tostering proposal 86 Internal tostering proposal 87 Internal tostering proposal 88 Internal tostering to Internal Intern	30.09		-	-	-		
COTHER VARIATIONS IN LEVEL OF EXPENDITURE \$000's Strategic budget - agreed pressures / service demands Internal fostering proposal Senior management restructure \$5	•	TOTAL APPROPRIATIONS	-	-	-		n,
COTHER VARIATIONS IN LEVEL OF EXPENDITURE \$000's Strategic budget - agreed pressures / service demands Internal fostering proposal Senior management restructure \$5	04.000	TOTAL NET EVENINGENER	04 007	200	1.000	00 550	
Strategic budget - agreed pressures / service demands Internal fostering proposal Senior management restructure No Year Olds Early Education Strategy funding from Central Government 444 Statutory complaints funding from Chief Executives Office 44- Review of recharge from Youth Service to the HRA 300 1,577 Strategic budget - agreed additional income / savings Savings achieved by increasing benefit claims for the 18+ Unaccompanied 45- 85- 85- 85- 85- 85- 85- 85- 85- 85- 8	61,663	TOTAL NET EXPENDITURE	61,227	606	1,663	63,336	
Strategic budget - agreed pressures / service demands Internal fostering proposal Senior management restructure Invo Year Olds Early Education Strategy funding from Central Government 444 Statutory complaints funding from Chief Executives Office 446 Review of recharge from Youth Service to the HRA 30 1,576 Strategic budget - agreed additional income / savings Savings achieved by increasing benefit claims for the 18+ Unaccompanied Asylum Seeking Children Reduction in funding for the safeguarding childrens board Reducted commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Early Intervention and Family Support Service Reduced Commissioning in the Pouth Service Reduced Commissioning in the Reduced Commissionin	OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				[£000's
Internal fostering proposal Senior management restructure Two Year Olds Early Education Strategy funding from Central Government Flow Year Olds Early Education Strategy funding from Central Government Additional Chief Executives Office Ago Year Olds Early Education Strategy funding from Central Government Additional Strategic budget - agreed additional income / savings Savings achieved by increasing benefit claims for the 18+ Unaccompanied Asylum Seeking Children Reduction in funding for the safeguarding childrens board Reduction in funding for the safeguarding childrens board Reduction in funding for the safeguarding childrens board Reduction in funding in the Youth Service Reduced commissioning in the Youth Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Youth Service Supposed to consultation) Reduced commissioning in the Reduced Centres Reduced commissioning in the Reduced Reduce							
Senior management restructure No Year Olds Early Education Strategy funding from Central Government 444 Statutory complaints funding from Chief Executives Office 44- Review of recharge from Youth Service to the HRA 30 Strategic budget - agreed additional income / savings Savings achieved by increasing benefit claims for the 18+ Unaccompanied Asylum Seeking Children Reduction in funding for the safeguarding childrens board Reduction in fostering costs resulting from increased adoption rates (111 Reduced commissioning in the Youth Service Reduced commissioning in the Early intervention and Family Support Service Reduced commissioning in the Early intervention and Family Support Service Reduced closure of Residential Homes (subject to consultation) Remodelling the delivery of Childrens Centres (120 Remodelling the delivery of Childrens Centres (130 Remodelling the delivery of categories efficiencies including residental for Proposed Closure of Residential Homes (subject to consultation) (226 Remodelling the delivery of categories efficiencies including residental for Proposed Closure of Residential placements (199 Reproved procurement for external residential placements (199 Reproved procurement for external residential placements (200 Remodelling the delivery of Childrens Centres (201 Reproved procurement for external residential placements (201 Reproved procurement for external residential placements (201 Reproved procurement of categories packages efficiencies including residental for (201 Reproved procurement of categories packages efficiencies including residental for (201 Reproved procurement of categories packages efficiencies including residental for (201 Reproved procurement of categories packages efficiencies including residental for (201 Reproved procurement of categories packages efficiencies including residental for (201 Reproved procurement of categories packages efficiencies including residental for (201 Reproved procurement of categories packages efficiencies including residental for (202 Rep	Stratonio bud						
Statutory complaints funding from Chief Executives Office Review of recharge from Youth Service to the HRA 30 1,57 Strategic budget - agreed additional income / savings Savings achieved by increasing benefit claims for the 18+ Unaccompanied Asylum Sesking Children Reduction in fostering costs resulting from increased adoption rates Reduction in fostering costs resulting from increased adoption rates Reducted commissioning in the Youth Service Reducted commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Texture Service Reduction Represent of Residential Homes (subject to consultation) Represent for external residential placements Review of user ackages efficiencies Review of overhead cost distribution between divisions, including Increased Review of overhead cost distribution between divisions, including Increased Review of overhead cost distribution between divisions, including Increased Review of overhead cost distribution between divisions, including Increased Review of overhead cost distribution between Review R							72
Review of recharge from Youth Service to the HRA 1,57 Strategic budget - agreed additional income / savings Savings achieved by increasing benefit claims for the 18+ Unaccompanied Asylum Seeking Children Reduction in funding for the safeguarding childrens board Reduction in funding for the safeguarding childrens board Reduction in funding for the safeguarding childrens board Reducted commissioning in the Youth Service Reduced commissioning in the Youth Service Reduced commissioning in the Youth Service Reduced commissioning in the Party Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Party Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced commissioning in the Party Intervention and Family Support Service Reduced commissioning in the Early Intervention and Family Support Service Reduced Consumer from Youth Forest project Removed Intervention Reduced Reduced Consumers Represent of Care Search Reduced Reduc	Internal foster	ring proposal					
Strategic budget - agreed additional income / savings Savings achieved by increasing benefit claims for the 18+ Unaccompanied Asylum Seeking Children Reduction in funding for the safeguarding childrens board Reduction in fostering costs resulting from increased adoption rates Reduced commissioning in the Youth Service Remodelling the delivery of Childrens Centres Remodelling the delivery of Remodelling the Remodelling Remodelling Remodelling the Remodelling	Internal foste Senior manag Two Year Old	ring proposal gement restructure Is Early Education Strategy funding from Central Go	overnment				5: 44:
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TOTAL OTHER VARIATIONS IN RESOURCE 1,66	Internal foster Senior manay Two Year Olo Statutory com Review of rec Strategic bud Savings achie Asylum Seek Reduction in r Reduction in r Reduced com Reduced com Remodelling Increased ince Proposed Clo Improved pro Increased ince Increased inc	ring proposal gement restructure is Early Education Strategy funding from Central Ge splaints funding from Chief Executives Office sharge from Youth Service to the HRA get - agreed additional income / savings eved by increasing benefit claims for the 18+ Unacc ing Children funding for the safeguarding childrens board fostering costs resulting from increased adoption re missioning in the Youth Service emissioning in the Early Intervention and Family Su the delivery of Childrens Centres ome from Youth Forest project sure of Residential Homes (subject to consultation curement for external residential placements curement of care packages efficiencies including re disabilities ternal foster carers leading to reduced costs as car foster carer to internal carers savings for the Integrated Youth service restructure savings User Allowance Services reduction based cost review efficiencies etchanges erchanges e	companied ates pport Service psidental for e shifts from				55. 444. 44. 30 1,577 (377) (55) (111) (22) (1,00) (30) (19) (26) (20) (31) (65) (5) (1) (66) (2) (3,677) 3,400 4 31.
·	Internal foster Senior manay Two Year Olo Statutory com Review of rec Strategic bud Savings achie Asylum Seek Reduction in r Reduction in r Reduced com Reduced com Remodelling Increased ince Proposed Clo Improved pro Increased ince Increased inc	ring proposal gement restructure is Early Education Strategy funding from Central Ge splaints funding from Chief Executives Office sharge from Youth Service to the HRA get - agreed additional income / savings eved by increasing benefit claims for the 18+ Unacc ing Children funding for the safeguarding childrens board fostering costs resulting from increased adoption re missioning in the Youth Service emissioning in the Early Intervention and Family Su the delivery of Childrens Centres ome from Youth Forest project sure of Residential Homes (subject to consultation curement for external residential placements curement of care packages efficiencies including re disabilities ternal foster carers leading to reduced costs as car foster carer to internal carers savings for the Integrated Youth service restructure savings User Allowance Services reduction based cost review efficiencies etchanges erchanges e	companied ates pport Service psidental for e shifts from				52444 4430 1,576 (376 (376 (11: (22: (1,000) (300) (10: (26: (26: (26: (31: (65: (55: (1: (65: (22: (20: (33: (33: (33: (33: (33: (33: (33: (3

SERVICE DESCRIPTION

1) This page describes the funding that is passed to schools to provide education for pupils from nursery age to post 16. It also provides the funding for 3 and 4 year olds in private, voluntary and independent schools (PVIs) and childminders. This includes that element of the Dedicated Schools Grant (DSG) from the Department for Education (DfE) together with the Education Funding Agency (EFA) funding for post 16 pupils in some secondary and special schools, and funding allocated to schools via Pupil Premium. These budget streams together form the Individual Schools Budget. Some schools have attached children's centres and these have additional funding from Social Care and Family Support. Establishments are broken down into the following categories:-Nursery and early years centres 6

Infant 12 (11 with nursery provision)

Junior 13

Primary (infant and junior) 53 (28 with nursery provision) Includes a new primary starting in September 2012

Secondary 11 to 16/18 community 2, voluntary aided 8, foundation 3.

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

Academies 9 secondary with 1 including nursery and primary provision

Academies 6 primary, 1 infant and 1 junior (6 with nursery provision)

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

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

- 2) 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
- 3) DSG that is retained centrally to fund LA provided services will be shown on the relevant division's page of the budget book.
- 4) DSG income is shown after the deduction of Academy recoupment, estimated at £-39.5m. Total DSG before recoupment is estimated at £260.211m for Croydon Council. ISB-DSG is estimated at £192.558m, with other ISB grants estimated at £12.929m.

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expendite	ure on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Schools Delegated budget	240,884	-	(35,397)	205,487	(15)
Schools Devolved budget	792	-	(792)	-	(100)
Dedicated Schools Grants	(241,676)		36,189	(205,487)	(15)
		,			
TOTAL NET SPEND	•	-	-		п/а

STAFF ESTABLISHMENT NUMBERS			
	RESTAT	ED	
	ORIGIN	AL ORIGINAL	CHANGE
	BUDGE	T BUDGET	IN
	2011/1	2 2012/13	FTE
	FTE STA	FF FTE STAFF	FTE STAFF
The budgets are delegated and information on staffing levels is not available			-
9			
TOTAL FTE STAFF			-

SUBJECTIVE SUMMARY

		RESTATED	Va-4-4'	ا - ا ا - ا	ODIONIC	
FOREGAST		ORIGINAL	Variations		ORIGINAL	%
FORECAST 2011/12	DESCRIPTION	BUDGET	Expenditu Inflation	* Other	BUDGET 2012/13	% CHANGE
2011/12	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	(∟) %
484	Employees	792	-	(792)	-	(100
- '	Premises related expenditure	-	-	(102)	-	n/a
240,957	Supplies and Services	240,884	-	(240,884)	-	(100
	Third Party Payments		-	- 7	-	n/a
- 1	Transfer Payments			205,487	205,487	n/a
	Transport related expenditure		-		-	n/a
	Recharges from other services	-	-		-	n/a
243,167	TOTAL EXPENDITURE	241,676	-	(36,189)	205,487	(15
(269,046)	Government Grants	(241,676)	_	36,189	(205,487)	(15
	Other Grants, reimbursements and contributions	(2.11,0.0)		55,,55	(200, 101)	n/a
	Fees and Charges		_		_	n/a
_	Other Customer and Client Receipts	1 - 1				n/a
	Interest Receivable					n/a
	Recharges to other services					n/a
			-		(22- 42-)	11/0
(269,046)	TOTAL INCOME	(241,676)	-	36,189	(205,487)	(15
(05.070)	NET CONTROL LABLE COST					I
(25,879)	NET CONTROLLABLE COST		•	-	-	n/a
	Capital Charges		<u>.</u> I			n/a
	Deferred/Intangible Charges		_	_	_	n/a
	REFCUS] - [-		_	n/a
1	Corporate support services bought in	-	-	-	-	n/a
	TOTAL UNCONTROLLABLE COST		-		-	
		1				n/a
(25.870)	NET COST OF SERVICE	1 _ 1				n/a
(20,073)	HET JOST OF SERVICE					
- 1	Contributions to / (from) Earmarked Reserves	- [- [_	- 1	n/a
	Contributions to / (from) Capital Reserves:	- [-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances		-		-	n/a
	TOTAL APPROPRIATIONS	· _	-	Ε -	-	m/s
-	TOTAL AFFRORMATIONS					11/6
	TOTAL APPROPRIATIONS					<u></u>
	TOTAL NET EXPENDITURE	-	-	-	•	
(25,879)	TOTAL NET EXPENDITURE	-	-	-	•	n/a
(25,879)		-	-	-	•	
(25,879) * OTHER VAI	TOTAL NET EXPENDITURE	-	-	-	-	n/a
(25,879) * OTHER VAI	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	-	n/a
(25,879) * OTHER VAI	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	-	n/:
(25,879) * OTHER VAI	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	-	n/:
(25,879) * OTHER VAI	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	-	n/:
(25,879) * OTHER VAI	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	-	n/
(25,879) * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	-	n/
(25,879) * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	-	-	-	-	n/
(25,879) * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	-	-	-	-	n/
(25,879) * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	-	-	-	-	n/
(25,879) * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	-	-	-	-	n/
(25,879) * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	-	-	-	-	n/
(25,879) * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	-	-	-	-	n/
(25,879) * OTHER VAI Strategic budg	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	-	-	-	-	n/
(25,879) * OTHER VAI Strategic budg	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	-	-	-	-	n/
(25,879) * OTHER VAI Strategic budg	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	-			-	n/
(25,879) * OTHER VAI Strategic budg	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	-			-	n/
(25,879) * OTHER VAI Strategic budg	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	-		-	-	n/:
(25,879) * OTHER VAI Strategic budg	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	-		-	-	n/:
(25,879) * OTHER VAI Strategic budg Strategic budg	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	-			-	n/:

SERVICE DESCRIPTION

- 1) Inclusion and Learning Access supports and promotes access to learning for vulnerable pupils with complex needs including pupils out of school for more than a term, pupils with poor school attendance and young people excluded from school and education in pupil referral units.
- 2) The Special Educational Needs (SEN) Service has a statutory responsibility to provide specialist educational assessment, support and placements for pupils presenting with a range of special educational needs, as well as educational psychology and specialist teaching services.
- 3) The Schools Improvement Service contains the primary and secondary and special phase teams who focus on school improvement matters in the main to drive forward both national and local strategies as well as local projects. It also contains a strategic team who are responsible for working to promote the educational opportunities of vulnerable children and young people. A major part of their work is also establishing and developing a Traded Service across CFL.
- 4) The adult education provision is know as CALAT and provides a wide range of accredited (1000) and non-accredited (500) courses annually in every curriculum area. The service offers courses in basic skills to level 2/3 qualifications, leisure and recreational courses, extensive family learning programme and support services such as IAG, dyslexia support and language support. The service operates from 5 core sites across the borough.
- 5) 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

MOVEMENT IN NET EXPENDITURE					
"	RESTATED				
	ORIGINAL	Variations in Level of		ORIGINAL	
	BUDGET	Expenditure on (A)		BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
3	£000's	£000's	£000's	£000's	_ %
School Improvement	12,483	14	151	12,648	1
Inclusion, Learning Access and SEN	22,088	6	(93)	22,001	(0)
Adult Learning	(222)	51	(77)	(248)	12
Dedicated Schools Grant	(24,877)		(1,171)	(26,048)	5
TOTAL NET SPEND	9,472	71	(1,190)	8,353	(12)

STAFF ESTABLISHMENT NUMBERS			
	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
School Improvement	100.1	92.1	(8.0
Inclusion, Learning Access and SEN	88.1	88.1	-
Adult Learning	146.8	137.5	(9.3
TOTAL FTE STAFF	335.0	317.7	(17.3

SUBJECTIVE SUMMARY

-07-5::								
		RESTATED						
		ORIGINAL	Variations i		ORIGINAL			
FORECAST		BUDGET	Expenditu		BUDGET	% CHANGE		
2011/12	DESCRIPTION	2011/12 (A)	Inflation (B)	* Other (C)	2012/13 (D)	(E)		
£000's		£000's	£000's	£000's	£000's	(<i>∟</i>) %		
21,315	Employees	22,929	106	(3,751)	19,284	(16)		
1,866		1,863	-	(252)		(14)		
4,186	Supplies and Services	2,088	1	1,562	3,651	`75 [°]		
	Third Party Payments	12,127	-	1,502	13,629	12		
	Transfer Payments	2,400	-	(2,116)	284	(88)		
	Transport related expenditure	102	-	(9)	93	(9)		
	Recharges from other services	2,406	-	1,193	3,599	50		
41,026	TOTAL EXPENDITURE	43,914	107	(1,871)	42,150	(4)		
(7,583)	Government Grants	(32,499)	-	234	(32,265)	(1)		
(2,132)	Other Grants, reimbursements and contributions	(2,276)	-	(145)	(2,421)	6		
(3,181)	Fees and Charges	(2,618)	(36)	(470)	(3,124)	19		
(417)	Other Customer and Client Receipts	(849)	-	471	(378)	(55)		
	Interest Receivable	-	•	-	-	n/a		
(438)	Recharges to other services	(438)	-	(691)	(1,129)	158		
(13,751)	TOTAL INCOME	(38,680)	(36)	(601)	(39,317)	2		
		1 ' ' 1			, , ,			
07.075	NET CONTROL : ARLE COST	5 024	71	(2.472)	2 922	(46)		
27,275	NET CONTROLLABLE COST	5,234	/ 1	(2,472)	2,833	(46)		
_	To 1: 10:	···		707	707			
-	Capital Charges	-	-	737	737	50		
_	Deferred/Intangible Charges		-	_	_ [n/a n/a		
4 238	Corporate support services bought in	4,238		545	4,783	13		
	TOTAL UNCONTROLLABLE COST			1,282				
4,238	TOTAL UNCONTROLLABLE COST	4,238	•	1,202	5,520	30		
31,513	NET COST OF SERVICE	9,472	71	(1,190)	8,353	(12)		
				,				
-	Contributions to / (from) Earmarked Reserves		- 1	-	- [n/a		
_	Contributions to / (from) Capital Reserves:	.	_	_	_	n/a		
-	Financing of Capital Expenditure	-	-	-		n/a		
-	Provision for Repayment of External Loans	- 1	-	-	-	n/a		
_	Contribution to / (from) General Balances	<u> </u>	-	-	-	n/a		
	TOTAL APPROPRIATIONS	-	-	-	-	n/a		
		L			. ,,	100		
21 512	TOTAL NET EXPENDITURE	9,472	71	(1,190)	8,353	(12)		
01,010	TOTAL NET EXI ENDITOTE	0,472		(1,100)	0,000	(/		
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				-	£000's		
OTHER VA	HIATIONS IN LEVEL OF EXPENDITURE					£000 S		
Strategic bug	lget - agreed pressures / service demands							
Otrategic buc	idet - adioca pressures / scivice demands							
					ĺ			
Ot the size is	lank amendad Missaal Parama farakan					-		
	dget - agreed additional income / savings	: Sando				- (150)		
Reduction in	commissioning budget for the School Improvement					(150)		
Reduction in Cease supple	commissioning budget for the School Improvement ementary education, mentoring and community lang	guages				(30)		
Reduction in Cease supple Additional inc	commissioning budget for the School Improvement ementary education, mentoring and community land come generation in the School Improvement and SI	guages			21	(30) (460)		
Reduction in Cease suppli Additional ind Supplies and	commissioning budget for the School Improvement ementary education, mentoring and community land come generation in the School Improvement and Si services reduction	guages			£	(30) (460) (34)		
Reduction in Cease suppli Additional ind Supplies and	commissioning budget for the School Improvement ementary education, mentoring and community land come generation in the School Improvement and St services reduction ructure in school improvement service	guages			£	(30) (460) (34) (268)		
Reduction in Cease supple Additional ind Supplies and Staffing Rest Service staff	commissioning budget for the School Improvement ementary education, mentoring and community land come generation in the School Improvement and St services reduction ructure in school improvement service	guages				(30) (460) (34) (268) (201)		
Reduction in Cease suppli Additional ind Supplies and Staffing Rest Service staff Senior mana Essential Ca	commissioning budget for the School Improvement ementary education, mentoring and community land come generation in the School Improvement and St services reduction ructure in school improvement service savings	guages			д	(30) (460) (34) (268) (201) (46)		
Reduction in Cease supple Additional ind Supplies and Staffing Rest Service staff Senior mana	commissioning budget for the School Improvement ementary education, mentoring and community land come generation in the School Improvement and States I services reduction ructure in school improvement service savings gement restructure	guages			п	(30) (460)		
Reduction in Cease suppli Additional ind Supplies and Staffing Rest Service staff Senior mana Essential Ca	commissioning budget for the School Improvement ementary education, mentoring and community land come generation in the School Improvement and States I services reduction ructure in school improvement service savings gement restructure	guages			P.	(30) (460) (34) (268) (201) (46)		
Reduction in Cease suppli Additional ind Supplies and Staffing Rest Service staff Senior mana Essential Ca	commissioning budget for the School Improvement ementary education, mentoring and community land come generation in the School Improvement and States I services reduction ructure in school improvement service savings gement restructure	guages			п	(460) (460) (34) (268) (201) (46) (6)		
Reduction in Cease suppli Additional ind Supplies and Staffing Rest Service staff Senior mana Essential Ca	commissioning budget for the School Improvement ementary education, mentoring and community land come generation in the School Improvement and States I services reduction ructure in school improvement service savings gement restructure	guages			p.	(460) (460) (34) (268) (201) (46) (6)		
Reduction in Cease suppli Additional ind Supplies and Staffing Rest Service staff Senior mana Essential Ca	commissioning budget for the School Improvement ementary education, mentoring and community lang come generation in the School Improvement and St services reduction ructure in school improvement service savings gement restructure r User Allowance	guages			л	(460) (460) (34) (268) (201) (46) (6)		
Reduction in Cease supple Additional inc Supplies and Staffing Rest Service staff Senior mana Essential Ca Car Leasing Other resource	commissioning budget for the School Improvement ementary education, mentoring and community lang come generation in the School Improvement and St services reduction ructure in school improvement service savings gement restructure r User Allowance	guages EN services				(30) (460) (34) (268) (201) (46) (6) (7)		
Reduction in Cease supple Additional inc Supplies and Staffing Rest Service staff Senior mana Essential Ca Car Leasing Other resoun Other CFL be overheads an	commissioning budget for the School Improvement ementary education, mentoring and community language generation in the School Improvement and States reduction ructure in school improvement service savings gement restructure r User Allowance	guages EN services				(30) (460) (34) (268) (201) (46) (6) (7) (1,202)		
Reduction in Cease supple Additional inc Supplies and Staffing Rest Service staff Senior mana Essential Ca Car Leasing Other resoun Other CFL be overheads an	commissioning budget for the School Improvement ementary education, mentoring and community language generation in the School Improvement and States reduction ructure in school improvement service savings gement restructure r User Allowance	guages EN services				(30) (460) (34) (268) (201) (46) (6) (7) (1,202)		
Reduction in Cease supple Additional inc Supplies and Staffing Rest Service staff Senior mana Essential Ca Car Leasing Other resoun Other CFL be overheads an	commissioning budget for the School Improvement ementary education, mentoring and community language generation in the School Improvement and States reduction ructure in school improvement service savings gement restructure r User Allowance	guages EN services				(30) (460) (34) (268) (201) (46) (6) (7) (1,202)		
Reduction in Cease supple Additional inc Supplies and Staffing Rest Service staff Senior mana Essential Ca Car Leasing Other resoun Other CFL be overheads an	commissioning budget for the School Improvement ementary education, mentoring and community language generation in the School Improvement and States reduction ructure in school improvement service savings gement restructure r User Allowance	guages EN services				(30) (460) (34) (268) (201) (46) (6) (7) (1,202)		
Reduction in Cease supple Additional ind Supplies and Staffing Rest Service staff Senior mana Essential Ca Car Leasing Other resoun Other CFL be overheads an	commissioning budget for the School Improvement ementary education, mentoring and community language generation in the School Improvement and States reduction ructure in school improvement service savings gement restructure r User Allowance	guages EN services				(30) (460) (34) (268) (201) (46) (6) (7) (1,202)		
Reduction in Cease supple Additional inc Supplies and Staffing Rest Service staff Senior mana Essential Car Leasing Other resour Other CFL be overheads an Increase in a	commissioning budget for the School Improvement ementary education, mentoring and community language generation in the School Improvement and States reduction ructure in school improvement service savings gement restructure r User Allowance	guages EN services				(30) (460) (34) (268) (201) (46)		

SERVICE DESCRIPTION

- 1) Partnership & Business Development is responsible for managing the Croydon Children and Families Partnership, including the preparation of the Children and Young People's Plan and ensuring that appropriate arrangements are in place across the Partnership to deliver improvements against key priorities.
- 2) The team also leads on integrated working, including increasing the use of the Common Assessment Framework (CAF) and the development of CAF enablers including IT solutions and learning and development
- 3) Within this service area is cross departmental support for responding to complaints and enquiries and a central CFL business support team who provide business support to heads of service and the Learning and Inclusion managers.
- 4) This service has responsibility for pupil place planning and for managing admissions into school as well as ensuring adequate school place provision within the borough. It also includes the SEN transport service, commissioning travel to school for pupils with SEN as well as the School crossing patrol team.
- 5) Responsibility for performance monitoring, planning and communications have now shifted to central corporate teams.
- 6) The Library service is delivered through the central library, community libraries and the the home library service.

The services include:

- the provision of fiction in hardback and paperback ranging from the classics to the latest best sellers and 'quick' reads to contemporary authors;
- the provison of non-fiction literature covering a broad range of subjects to enhance lifelong learning and leisure;
- the provison of books, leaflets, newspapers and magazines in a range of community languages;
- Collections for teenagers;
- Reader development programmes;
- Support for children's learning;
- ICT learning centres;
- Informed referral to information and advice agencies;
- Access to the national and international library resource network.

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations in Level of		ORIGINAL	
	BUDGET	Expenditure on (A)		BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
School Places and Admissions	9,530	7	7,705	17,242	81
Libraries and Culture	9,381	24	(549)	8,856	(6)
Partnerships and Business Development	14,164	16	(42)	14,138	(0)
Dedicated Schools Grant	(537)		25	(512)	(5)
TOTAL NET SPEND	32,538	47	7,139	39,724	_ 22

TOTAL FTE STAFF	202.4	172.5	(30.0)
Partnerships and Business Development	31.4	28.4	(3.0)
Libraries and Culture	140.9	113.9	(27.0)
School Places and Admissions	30.1	30.1	-
9	FTE STAFF	FTE STAFF	FTE STAFF
	2011/12	2012/13	FTE
	BUDGET	BUDGET	IN
	ORIGINAL	ORIGINAL	CHANGE
	RESTATED		

CHILDREN, FAMILIES AND LEARNING

SUBJ	ECTIV	VE SI	U <u>MM</u>	<u>ARY</u>

SUBJECTIV	E SUMMARY					
		RESTATED	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET		in Level of	BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	* Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	7,009	59	(1,491)	1 1	(20)
	Premises related expenditure Supplies and Services	1,345 6,755	_	(193) (5,519)		(14) (82)
	Third Party Payments	310	_	973	1,283	315
	Transfer Payments	102	-		102	-
6,293	Transport related expenditure	6,396	2	(124)	6,274	(2)
669	Recharges from other services	719		462	1,181	64
23,529	TOTAL EXPENDITURE	22,636	61	(5,892)	16,805	(26)
(278)	Government Grants	(815)	•	303	(512)	(37)
(5)	Other Grants, reimbursements and contributions	(0)	•	-	- 1	(100)
(2,349)	Fees and Charges	(3,363)	(8)	3,160	(211)	(94)
(3,245)	Other Customer and Client Receipts	(3,318)	(6)	2,974	(350)	(89)
	Interest Receivable	•	-	-	-	n/a
(1,140)	Recharges to other services	(1,141)		(1,385)	(2,526)	121
(7,017)	TOTAL INCOME	(8,637)	(14)	5,052	(3,599)	(58)
L						
16,512	NET CONTROLLABLE COST	13,999	- 47	(840)	13,206	(6)
,					1	
12,709	Capital Charges	12,930		669	13,599	5
	Deferred/Intangible Charges	129		21	150	16
	REFCUS	-		9,725	9,725	n/a
	Corporate support services bought in	5,480		(2,436)	3,044	(44)
18,318	TOTAL UNCONTROLLABLE COST	18,539	-	7,979	26,518	43
34,830	NET COST OF SERVICE	32,538	47	7,139	39,724	22
0-7,000	1121 0001 01 02.11102	02,000	-11	1,100	30,721	
-	Contributions to / (from) Earmarked Reserves	- 1		_		n/a
9 6	Contributions to / (from) Capital Reserves:	-	-	-	- 1	n/a
-	Financing of Capital Expenditure	-	-	-	- 1	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
= 12 -	Contribution to / (from) General Balances	-	-		-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	_n/a
		,			-	
34,830	TOTAL NET EXPENDITURE	32,538	47	7,139	39,724	22
		81				
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Stratagia bug	tact parced propagacy / continue demands					
	<u>lget - agreed pressures / service demands</u> ing - service ceasing, and being transferred directly	to schools				645
	gement restructure	10 00110010				2
	3					
						647
Strategic bud	lget - agreed additional income / savings					
	ning cost of Libraries resulting from reduced					
	putsourced efficiencies					(200)
	ng service - removal of vacancy					(50)
	sing - removal of vacancies					(24)
Property & As	ssets Service - removal of vacancy					(33
Cease School						(25
	savings for the Arts and Heritage Review					(551)
Service staff SEN travel ef						(92) (120)
Service Tena						(120)
	based cost review efficiencies					(52)
	services reduction					(148)
	r User Allowance					(1)
Car Leasing	- for North and Contract					(18
Support costs	s for Northgate Contract					(18)
						(4.000)
L						(1,333)
Other resource						(0)
Statutory con	nplaints tmental full year effect					(2) (271)
	imental full year effect adget adjustments and realigments, including					
review of cap						8,073
	centrally retained DSG					25
	•					
						7,825
TOTAL OTH	ER VARIATIONS IN RESOURCE					7,139
	LI, TAINAITONTONT NECOCINE					, ,,,,,,,,

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DEPARTMENT OVERVIEW	DASHHS1
SERVICE SUMMARY	DASHHS2
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SERVICE REVENUE BUDGETS Housing Needs and Strategy Adult Care Commissioning Personal Support Public Health Directorate	DASHH1 DASHH2 DASHH3 DASHH4 DASHH5

KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

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
- · 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
- · miligate 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 2010/11	RESTATED ORIGINAL 2011/12	FORECAST 2011/12	FORECAST 2012/13	% CHANGE
Social care clients receiving self-directed support (DPs and Individual Budgets) (NI 130)	20.18%	N/A	30%	60%	100
Percentage of items of equipment and adaptations delivered within 7 working days (D54)	99.26%	N/A	98%	98%	
Numbers in Temporary Accommodation (at year end)	1,478	N/A	1,590	2,070	30

PERFORMANCE

TOTAL VARIANCE FROM BUDGET- Over/(Under)	(2,570)		1,217		
CURRENT BUDGET	109,024		118,294		
Contributions to / (from) Reserves	1,058	-	(890)	-	(100)
NET EXPENDITURE	105,396	117,855	120,401	117,564	(2)
TOTAL INCOME	(48,219)	(21,268)	(28,838)	(22,295)	(23)
Interest Receivable	(6)	(20)	(2)	(27)	
Other Customer and Client Receipts	(5,151)	(4,393)	(5,328)	(3,522)	(34)
Fees and Charges	(13,085)	(10,488)	(14,840)	(12,152)	(18)
Other Grants, reimbursements and contributions	(19,622)	(3,391)	(4,564)	(3,618)	(21)
Area Based Grants	(10,000)	(2,0,0)	(1,151)	(,,	n/a
Government Grants	(10,355)	(2,976)	(4,104)	(2,976)	(27)
TOTAL EXPENDITURE	153,615	139,123	149,240	139,859	(6)
Corporate support services bought in Recharges (to) / from other services	(524)	(1,967)	(417)	(1,976)	(2) 374
REFCUS	11,226	11,116	11,004	10,814	n/a
Deferred/Intangible Charges	5,455	12	12	313 1,900	2,508
Capital Charges	1,577	765	877	1,228	40
Transport related expenditure	897	524	437	646	48
Transfer Payments	3,564	2,215	9,166	2,671	(71)
Third Party Payments	81,477	82,547	90,042	88,789	(1)
Supplies and Services	4,575	4,196	2,755	2,832	ìз́
Premises related expenditure	7,128	5,215	7,463	5,990	(20)
Employees	38,240	34,500	27,900	26,652	(4)
	2000	£000	2000	201210	CHANGE
DESCRIPTION	2010/11	2011/12	2011/12	2012/13	% CHANGE
DECORPTION	ACTUAL	RESTATED ORIGINAL	FORECAST	BUDGET	%

- 1) Non-achievement of efficiencies
- 2) Siginificant demographic change including ordinary residence claims
- 3) Significant increase in demand for service due to the current economic conditions
- 4) Increase demand for temporary accommodation and increase in homelessness
- 5) Reduction in income collected due to current economic conditions

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

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hannah Miller	Executive Director of Adult Services, Housing and Health	65490
Peter Brown	Director - Housing Needs and Strategy	65631
Brenda Scanlan	Director - Adult Care Commissioning	65727
Pauline French	Director - Personal Support	65416
Kate Woollcombe	Director - Public Health (Interim)	14030
Dave Sutherland	Managing Director - Croydon Landlord Services	64957

MOVEMENT IN SERVICE NET EXPENDITURE

		RESTATED				
		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ire on (A)	BUDGET	%
2011/12	SERVICE	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	s'0003	%
4,473	Housing Needs and Strategy	4,505	20	3,224	7,749	72
5,473	Adult Care Commissioning	66,364	1,399	(62,161)	5,602	(92)
107,277	Personal Support	33,749	754	69,476	103,978	208
264	Public Health	173	1	60	235	36
2,024	Directorate	13,064	66	(13,130)	0	(100)
,						
119,511	TOTAL NET SPEND	117,855	2,240	(2,530)	117,564	(0)

TOTAL FTE STAFF	631.55	621.37	(10.18)
Directorate	-	-	-
Public Health	3.8	3.8	-
Personal Support	179.4	175.6	(3.8)
Adult Care Commissioning	345.8	352.5	6.7
Housing Needs and Strategy	102.6	89.5	(13.1)
	FTE STAFF	FTE STAFF	FTE STAFF
	2011/12	2012/13	FTE
SERVICE	BUDGET	BUDGET	IN
	ORIGINAL	ORIGINAL	CHANGE
	RESTATED		

SUBJECTIVE SUMMARY

		RESTATED ORIGINAL	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	34,500	234	(8,082)	26,652	(23
7,463	Premises related expenditure	5,215	87	688	5,990	18
2,755	Supplies and Services	4,196	6	(1,371)	2,832	(33
90,042	Third Party Payments	82,547	2,224	4,018	88,789	
	Transfer Payments	2,215	68	389	2,671	2
	Transport related expenditure	524	59	63	646	23
	Recharges from other services	3,731	(22)	59,536	63,245	1,59
	TOTAL EXPENDITURE	132,928	2,656	55,242	190,826	4
	Government Grants	(2,976)			(2,976)	
	Other Grants, reimbursements and contributions	(3,391)	(80)	(147)	(3,618)	
	Fees and Charges	(10,488)	(249)	(1,416)	(12,152)	16
	Other Customer and Client Receipts	(4,393)	(108)	979	(3,522)	(20
			(100)			35
	Interest Receivable	(20)	-	(7)	(27)	
	Recharges to other services	(5,698)	21	(59,544)	(65,221)	1,04
(95,910)	TOTAL INCOME	(26,966)	(416)	(60,135)	(87,517)	22
		r				
108,508	NET CONTROLLABLE COST	105,962	2,240	(4,893)	103,309	(
	Capital Charges	765	-	463	1,228	6
12	Deferred/Intangible Charges	12	-	301	313	2,50
-	REFCUS	-	-	1,900	1,900	n
11,004	Corporate support services bought in	11,116		(302)	10,814	(;
11,893	TOTAL UNCONTROLLABLE COST	11,893	-	2,362	14,255	2
120 401	NET COST OF SERVICE	117,855	2,240	(2,530)	117,564	((
120,401	INCT COST OF SERVICE	117,000 1	2,240	(2,500)	117,304	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
(800)	Contributions to / (from) Earmarked Reserves					n/
(090)	Contributions to / (from) Capital Reserves:					n/
-		- 1	_		-	
41	Financing of Capital Expenditure	- 1	-	-	-	n,
-	Provision for Repayment of External Loans			•		_ n/
- (222)	Contribution to / (from) General Balances	-			-	n
(890)	TOTAL APPROPRIATIONS	-	-		-	n/
119,511	TOTAL NET EXPENDITURE	117,855	2,240	(2,530)	117,564	- ((
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
						2000
strategic bud	get - agreed pressures / service demands					1,19
						1,19
trategic buc	lget - agreed additional income / savings					
						(6,66
						(6,66
ther resour	ce changes					
						2,93
						2,93
					i	
					- 1	
OTAL OT	ER VARIATIONS IN RESOURCE					(2,53

SERVICE DESCRIPTION

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

Housing options

Responsible for advice to housing applicants, preventing homelessness, and giving advice and assistance to homeless applicants. It carries out the council's statutory duty to assess applications of homelessness.

Housing solutions

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

Operational support

Responsible for operational support and facilities management in DASHH, short term accommodation strategy, emergency planning and business recovery plan, business processing and improvement and health and safety.

Housing strategy, commissioning & standards

Responsible for the commissioning of a range of landlord services for the Council's housing stock ensuring robust contract arrangements and adherence to quality standards and the following services:

Housing standards and enforcement

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

Housing renewal

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

Stock investment

Responsible for the asset management strategy for the Council's housing stock, the development of strategies and policies for responsive repairs and major works.

Housing strategy

Responsible for the development and implementation of cohesive housing strategies and policies.

Resident participation

Responsible for meeting new scrutiny requirements by working with tenants. This includes the establishment of a scrutiny panel and consulting with and involving tenants through regular meetings.

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

There will also be additional costs of homelessness of approx £0.5m which will be funded from the New Homes bonus.

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Housing Needs and Assessment	1,528	9	(385)	1,152	(25)
Housing Solutions	1,586	11	214	1,811	14
Housing Strategy, Commissioning and Standards	1,323	(1)	(333)	989	(25)
Operational Support	69	(0)	3,729	3,798	5,387
SWL Partnership	(1)	1	-	(0)	(79)
TOTAL NET SPEND	4,505	20	3,224	7,749	72

	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	l IN
To the state of th	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Needs and Assessment	27.81	24.41	(3.4)
Housing Solutions	18.57	18.77	0.2
Housing Strategy, Commissioning and Standards	50.90	40.75	(10.2)
Operational Support	5.27	4.56	(0.7)
SWL Partnership	0.00	1.00	1.0
TOTAL FTE STAFF	102.55	89.49	(13.06)

FORECAST		RESTATED ORIGINAL	Variations		ORIGINAL	
		BUDGET		re on (A)	BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	Other	2012/13	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	3,999	30	(456)	3,574	(1
6,382	Premises related expenditure	4,492	87	315	4,894	` ;
	Supplies and Services	1,007	-	(211)	796	(2
	Third Party Payments	588	1	(243)	346	(4
	Transfer Payments	2		0	2	1:
	Transport related expenditure Recharges from other services	67 366		(16) 34	51 400	(24
	TOTAL EXPENDITURE	10,521	118	(575)	10,063	(4
			110			
	Government Grants	(107)	(0)	-	(107)	-
	Other Grants, reimbursements and contributions Fees and Charges	(79) (503)	(2)	- (1,035)	(81)	2
	Other Customer and Client Receipts	(3,593)	(9) (87)	922	(1,547) (2,758)	20i (2:
(4,519)	Interest Receivable	(0,590)	(07)	32E	(2,730)	n.
(1.629)	Recharges to other services	(1,854)	_	113	(1,741)	(1
	TOTAL INCOME		(98)			
(7,257)	TOTAL INCOME	(6,136)	(96)	(0)	(6,234)	
4,561	NET CONTROLLABLE COST	4,385	20	(575)	3,829	(1:
120	Capital Charges	120		161	281	13
	Deferred/Intangible Charges	- 1		-		n/
	REFCUS	-		1,900	1,900	n/
	Corporate support services bought in	-		1,738	1,738	n/
120	TOTAL UNCONTROLLABLE COST	120	-	3,800	3,920	3,166
4,681	NET COST OF SERVICE	4,505	20	3,224	7,749	72
	Contributions to / (from) Earmarked Reserves	-			-	n,
	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure] [_ [n/ n/
	Provision for Repayment of External Loans	= = = <u>-</u>			- [n/
-	Contribution to / (from) General Balances	-			- 1	n/
	TOTAL APPROPRIATIONS	-	-]		•	n/
4,473	TOTAL NET EXPENDITURE	4,505	20	3,224	7,749	72
-,		.,		-,	.,,,,,,	
OTHER VA	DIATIONS IN LEVEL OF EVDENDITUDE					5000's
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	RIATIONS IN LEVEL OF EXPENDITURE	W				£000's
	SE X					£000's
Strategic bud	get - agreed pressures / service demands					£000's
Strategic bud	get - agreed pressures / service demands get - agreed additional income / savings					
Strategic bud Strategic bud Step Change	get - agreed pressures / service demands get - agreed additional income / savings - Layers and Spans - Housing Options					(3:
Strategic bud Strategic bud Step Change Step Change	get - agreed pressures / service demands get - agreed additional income / savings					(3
Strategic bud Strategic bud Step Change Step Change Step Change	get - agreed pressures / service demands get - agreed additional income / savings - Layers and Spans - Housing Options - Layers and Spans - Housing Enforcement	essment tool				(3: (5: (3:
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strategic bud strategic bud step Change step Change step Change or housing as step Change step Change	get - agreed pressures / service demands get - agreed additional income / savings - Layers and Spans - Housing Options - Layers and Spans - Housing Enforcement - Layers and Spans - Housing Solutions - Access Croydon strategy to introduce a self-assedvice - Supplies and Services review - EBCR	essment tool				(3 (5 (3 (3 (6
strategic bud strategic bud step Change step Change or housing ac step Change step Change step Change step Change step Change	get - agreed pressures / service demands get - agreed additional income / savings - Layers and Spans - Housing Options - Layers and Spans - Housing Enforcement - Layers and Spans - Housing Solutions - Access Croydon strategy to introduce a self-assedvice - Supplies and Services review - EBCR ncies	essment tool				(3 (5 (3 (6 (6 (1
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trategic bud tep Change tep Change	get - agreed pressures / service demands get - agreed additional income / savings - Layers and Spans - Housing Options - Layers and Spans - Housing Enforcement - Layers and Spans - Housing Solutions - Access Croydon strategy to introduce a self-assedvice - Supplies and Services review - EBCR ncies sed Cost Review - car leases expiring in year funding for Housing research and consultancy	essment tool				(3 (3 (6 (1 (1
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strategic bud strategic bud step Change step Change or housing as step Change step Change step Change step Change service Tenau imployee Base seduction in the spen House pransforming sest control c	get - agreed pressures / service demands get - agreed additional income / savings - Layers and Spans - Housing Options - Layers and Spans - Housing Enforcement - Layers and Spans - Housing Solutions - Access Croydon strategy to introduce a self-assedvice - Supplies and Services review - EBCR ncies sed Cost Review - car leases expiring in year funding for Housing research and consultancy Publication - Cease distribution to non-tenants the Tenancy Relations team	essment tool				(3 (5 (3 (3
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SERVICE DESCRIPTION

Adult Care Commissioning Division

The Adult Care Commissioning division was established in the summer of 2011 in response to the council wide restructure, the focus on the council being a commissioning-led organisation, and the implementation of the new target operating model. The division is responsible, with public health partners, for leading on the identification of needs through the Joint Strategic Needs Assessment and other routes, along with the strategic development and commissioning of services for:

- older people
- people with long-term conditions and end of life care
- people with learning disabilities
- people with mental health needs
- people with physical disabilities
- carers
- supported housing
- people with substance misuse problems
- people who have been diagnosed as HIV+ or have AIDS
- asylum seekers

The Division is responsible for holding and determining budgets for the services that are commissioned, either through internal partners in Personal Support Division or externally from other statutory sector or voluntary & community sector providers.

The new social care professional standards service is based within the division. This provides quality assurance of professional standards in social care, including safeguarding processes and practice, and support to the independent care sector. It also commissions deprivation of liberty and mental capacity assessments.

Pending the implementation of future organisation arrangements, the division also currently manage:

- the Welfare Rights team who provide welfare benefits and debt advice to Croydon residents in order to maximise income for them and the Council.
- Heathfield Rd supported housing unit for adults with a Learning disability.
- The Shared Lives scheme that recruits, trains and supports carers to provide accommodation and support to people with learning disability and mental health problems.

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

The principles that underpin the work of the division are:

- Partnership with users, carers, health and housing colleagues, local voluntary sector / community groups and criminal justice agencies
- Prevention to facilitate the provision of evidence based, cost effective, preventative and early intervention services, and opportunities for self-help
- Protection to ensure that the most vulnerable citizens are safeguarded
- Promotion to ensure that good information and advice is available
- Personalisation to encourage the development of self directed support and to ensure that all aspects of market development in health and social care form part of our core business.

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	ire on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Learning Disability	1,460	56	42,795	44,311	2,935
Vulnerable Adults and Supported Housing	8,478	151	1,348	9,977	18
Older People and Long Term Conditions	11,458	348	21,470	33,276	190
Professional Standards	991	3	(995)	(0)	(100)
Specialist Services	1,402	46	3,989	5,437	288
Adult Care Commissioning	565	3	(249)	319	(44)
Strategic Projects	192	145	1,300	1,638	753
Mental Health	9,202	1	(183)	9,020	(2)
TOTAL NET SPEND	33,749	754	69,476	103,978	208

STAFF ESTABLISHMENT NUMBERS			
	RESTATED	ŀ	
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Learning Disability	36.98	31.17	(5.8)
Vulnerable Adults and Supported Housing	20.50	21.50	1.0
Older People and Long Term Conditions	13.00	16.00	3.0
Professional Standards	8.50	12.50	4.0
Specialist Services	5.00	13.00	8.0
Adult Care Commissioning	5.00	2.00	(3.0)
Strategic Projects	15.31	12.00	(3.3)
Mental Health	75.10	67.39	(7.7)
TOTAL FTE STAFF	179.39	175.56	(3.8)

		ORIGINAL	Variations in		ORIGINAL	5.
FORECAST 2011/12	DESCRIPTION	BUDGET 2011/12	Expenditu Inflation	re on (A) Other	BUDGET 2012/13	% CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's	£000's 82	£000's (7,968)	£000's 7,582	% (51)
823	Premises related expenditure	720	1	(71)	650	(10)
	Supplies and Services Third Party Payments	1,668 23,298	- 822	(835) 10,158	833 34,278	(50) 47
123	Transfer Payments	91	15	521	627	589
27 65,706		59 3,058	(22)	(31) 59,440	28 62,476	(53) 1,943
	TOTAL EXPENDITURE	44,342	897	61,213	106,452	140
	Government Grants	(2,869)		0.,2.70	(2,869)	
	Other Grants, reimbursements and contributions	(2,064)	(47)	462	(1,649)	(20)
	Fees and Charges	(3,962)	(88)	(210)	(4,261)	8
	Other Customer and Client Receipts Interest Receivable	(268)	(8)	24 (7)	(252) (27)	(6) 35
	Recharges to other services	(1,774)		(1,528)	(3,302)	86
(11,500)	TOTAL INCOME	(10,957)	(143)	(1,260)	(12,360)	13
98,402	NET CONTROLLABLE COST	33,385	754	59,953	94,091	182
670	Capital Charges	240		674	914	281
	Deferred/Intangible Charges	12		(12)	-	n/a
8 868	REFCUS Corporate support services bought in	112		- 8,861	8,973	n/a 7,912
	TOTAL UNCONTROLLABLE COST	364		9,523	9,887	2,616
				1		2,010
107,960	NET COST OF SERVICE	33,749	754	69,476	103,978	208
(682)	Contributions to / (from) Earmarked Reserves	- 1			-	n/a n/a
	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans	-			-	n/a
(682)	Contribution to / (from) General Balances TOTAL APPROPRIATIONS			_		rva
						n/a
107,277	TOTAL NET EXPENDITURE	33,749	754	69,476	103,978	208
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
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SERVICE DESCRIPTION

The Division was formally launched on the 8th September 2011 with a strap line, "Delivering personalized sustainable outcomes". Created from three previous Divisions the work of the Personal Support Division will focus upon working with the public and providers of service to deliver bespoke solutions which will support maximum independence for the public, within the resources available and in a timely way. We have declared an intention to deliver the best customer experience we can and given we have the whole customer, adult services journey for the first time residing in one structure we intend to deliver the most seamless experience we can.

This Division discharges the statutory duty of community care assessment, works in close partnership with health to deliver reablement and maximise the independence of residents of the borough, safeguards adults who are vulnerable to abuse and delivers financial support for those who are unable to manage their own affairs.

MOVEMENT IN NET EXPENDITURE

	RESTATED				
*	ORIGINAL	Variations in Level of Expenditure on (A)		ORIGINAL	
	BUDGET			BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
A 1 1	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Assessment and Case Management	55,142	1,232	(3,774)	52,600	(5)
Provider Commercial Relations and Brokerage	2,443	49	(57,366)	(54,874)	(2,346)
Early Intervention and Reablement	4,271	40	(1,152)	3,158	(26)
Social Work and Safeguarding - Adult Care	4,508	78	46	4,632	3
Strategic Projects	2	1	86	86	n/a
TOTAL NET SPEND	66,364	1,399	(62,161)	5,602	(92)

	DECTATED		
	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Assessment and Case Management	120.15	118.73	(1.4)
Provider Commercial Relations and Brokerage	49.63	47.23	(2.4)
Early Intervention and Reablement	138.69	140.20	1.5
Social Work and Safeguarding - Adult Care	37.31	45.33	8.0
Strategic Projects	0.0	1.0	1.0
TOTAL FTE STAFF	345.78	352.49	6.71

FORECAST		RESTATED ORIGINAL BUDGET	Variations i Expenditu		ORIGINAL BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	Other	2012/13	CHANGE
2011/12	BEGGI III FIGUR	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	14,268	118	601	14,987	5
	Premises related expenditure	(3)	ا م	434	431 672	(14,467
	Supplies and Services Third Party Payments	855 58,358	6 1,396	(189) (5,907)	53,848	(21 (8
	Transfer Payments	2,122	53	(132)	2,043	(4
	Transport related expenditure	396	-	(25)	371	(e
420	Recharges from other services	229	-	77	306	34
80,931	TOTAL EXPENDITURE	76,225	1,573	(5,140)	72,658	(5
(923)	Government Grants	-	-	-	_	n/a
	Other Grants, reimbursements and contributions	(1,248)	(31)	(609)	(1,888)	51
(9,868)	Fees and Charges	(6,025)	(151)	(170)	(6,347)	5
(587)	Other Customer and Client Receipts	(499)	(12)	-	(511)	2
-	Interest Receivable	-	-	-	-	n/a
(61,031)	Recharges to other services	(2,150)	21	(56,526)	(58,655)	2,628
(75,520)	TOTAL INCOME	(9,922)	(175)	(57,305)	(67,401)	579
E 411	NET CONTROLLABLE COST	66,303	1,399	(62,445)	5,257	(92
5,411	NET CONTROLLABLE COST	66,303	1,399	(62,445)	5,257	(92
61	Capital Charges	61		(29)	32	(48
	Deferred/Intangible Charges	-		313	313	n/a
•	REFCUS	-		-		n/a n/a
	Corporate support services bought in TOTAL UNCONTROLLABLE COST			004	345	
61	TOTAL UNCONTROLLABLE COST	61	- 1	284	345	466
5,473	NET COST OF SERVICE	66,364	1,399	(62,161)	5,602	(92
	Contributions to / (from) Formarked December					n/a
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	[]	=		_	n/a
-	Financing of Capital Expenditure	-			-	n/
-	Provision for Repayment of External Loans	- 1	ĺ		-	n/a
-0	Contribution to / (from) General Balances					n/a
W. = -	TOTAL APPROPRIATIONS	-		-	=	n/s
5.473	TOTAL NET EXPENDITURE	66 364	1 300	(62 161)	5.602	(92
5,473	TOTAL NET EXPENDITURE	66,364	1,399	(62,161)	5,602	(92
	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	66,364	1,399	(62,161)	5,602	£000's
OTHER VA	- E	66,364	1,399	(62,161)	5,602	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	66,364	1,399	(62,161)	5,602	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	66,364	1,399	(62,161)	5,602	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	66,364	1,399	(62,161)	5,602	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	66,364	1,399	(62,161)	5,602	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	66,364	1,399	(62,161)	5,602	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands qet - agreed additional income / savings service re-design of day care for older persons into	66,364	1,399	(62,161)	5,602	£000's
OTHER VA trategic bud trategic bud roposal for s re-ablemen	riations in Level of expenditure get - agreed pressures / service demands get - agreed additional income / savings service re-design of day care for older persons into t model	66,364	1,399	(62,161)	5,602	£0000's
other value of contract of the contract of	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands det - agreed additional income / savings service re-design of day care for older persons into t model pointeeship cases algnish short stay unit		1,399	(62,161)	5,602	£000's
other value of trategic bud roposal for sere-ablement eview of April 2016 and of the continued important to the continued importa	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands det - agreed additional income / savings service re-design of day care for older persons into t model pointeeship cases algnish short stay unit plementation of self directed support for new and ex		1,399	(62,161)	5,602	£000's (300 (131 (186
other value of trategic bud trategic bud troposal for size-ablement eview of Apple view of Crontinued imparning disability.	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands det - agreed additional income / savings service re-design of day care for older persons into t model pointeeship cases algnish short stay unit plementation of self directed support for new and expility clients (not transitions)	kisting	1,399	(62,161)	5,602	£000's (300 (131 (186
other value of the continued in	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings service re-design of day care for older persons into t model pointeeship cases alignish short stay unit plementation of self directed support for new and exiting clients (not transitions) billity clients (not transitions)	kisting r olds)	1,399	(62,161)	5,602	£000's (300 (131 (186
ctrategic bud ctrategic bud ctrategic bud ctrategic bud creposal for s re-ablemen leview of Ap leview of Cr continued im earning disal earning disal earning disal	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	kisting r olds)	1,399	(62,161)	5,602	\$000's (300 (131 (186 (200 (100
ctrategic bud troposal for s re-ablemen leview of Ap leview of Crontinued im earning disat earning disat earning disat earning disat	RIATIONS IN LEVEL OF EXPENDITURE total - agreed pressures / service demands	kisting r olds) ements	1,399	(62,161)	5,602	(300 (131 (186 (200 (100 (1,500
trategic bud trategic bud roposal for s re-ablemen eview of Ap eview of Cr ontinued im arning disat earning disa earning disa	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings service re-design of day care for older persons into t model pointeeship cases algnish short stay unit plementation of self directed support for new and exibility clients (not transitions) bility transitions care package re-design (19-25 year) bility - extend current programme of residential placents.	kisting r olds) ements	1,399	(62,161)	5,602	(300 (131 (186 (200 (100 (1,500
trategic bud trategic bud troposal for s re-ablemen eview of Ap eview of Cr ontinued im arning disate earning disa earning disa earning disa to be continued im ansformation ider persons olement out	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings service re-design of day care for older persons into t model pointeeship cases algnish short stay unit plementation of self directed support for new and exibility clients (not transitions) bility transitions care package re-design (19-25 year) bility - extend current programme of residential placents.	kisting r olds) ements	1,399	(62,161)	5,602	\$000's (300 (131 (186 (200 (100 (1,500)
trategic bud trategic bud trategic bud trategic bud trategic bud re-ablemen eview of Ap eview of Cr oview of	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands det - agreed additional income / savings service re-design of day care for older persons into the model pointeeship cases algnish short stay unit plementation of self directed support for new and explicitly clients (not transitions) billity transitions care package re-design (19-25 year in seven and current programme of residential placen as - Anticipated reduction in support costs for individuations.	kisting r olds) ements	1,399	(62,161)	5,602	(3000's (3000's (131) (186) (200) (100) (1,500) (720)
trategic bud re-ablemen eview of Ap eview of Cr ontinued im arning disa earning	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	kisting r olds) ements	1,399	(62,161)	5,602	\$000's (300 (131 (186 (200 (100 (1,500 (720 (200 (300 (300 (300 (300 (300 (300 (3
trategic bud trategic bud trategic bud troposal for s re-ablemen eview of Ap eview of Cr ontinued im arning disa earning disa earning disa earning disa earning disa earning disa dearning disa to the composal for s to the composal for s tep Change	RIATIONS IN LEVEL OF EXPENDITURE total - agreed pressures / service demands	kisting r olds) ements	1,399	(62,161)	5,602	(3000's (3000's (1000's (1000') (1000's (1000's (1000') (1000's (1000's (1000') (1000's (1000'
trategic bud trategic bud trategic bud troposal for s re-ablemen eview of Ap eview of Cr ontinued im arning disa earning disa earning disa earning disa earning disa earning disa to the composal for s to the composal for s	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	kisting r olds) ements	1,399	(62,161)	5,602	(3000's (3000's (1331) (1460 (2000 (1,500 (720 (300 (300 (300 (300 (300 (300 (300 (3
trategic bud trate	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	kisting r olds) ements	1,399	(62,161)	5,602	(3000's (3000's (1331) (1460 (2000 (1,500 (720 (300 (300 (300 (300 (300 (300 (300 (3
trategic bud trategic bud roposal for s re-ablemen eview of Ap eview of Cr ontinued im arning disal earning disa	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	kisting r olds) ements	1,399	(62,161)	5,602	(300)'s (300) (137) (186) (200) (100) (1,500) (720) (30) (30) (31) (33,220)
trategic bud trategic bud trategic bud troposal for s re-ablemen eview of Ap eview of Cr ontinued im arning disat earning disat ther person the Change	RIATIONS IN LEVEL OF EXPENDITURE total color colo	kisting r olds) ements	1,399	(62,161)	5,602	(3000's (3000's (3000's (13') (1800') (1500') (7200') (2000') (3300') (3300') (3300') (3300') (2000') (3300') (3300') (2000') (3300') (3300') (2000') (3300
trategic bud trategic bud troposal for s re-ablemen eview of Ap eview of Cr ontinued im arning disat earning disat earning disat earning disat earning disat earning disat the persons blement out orporate Ad orporate Ad orporate Ad tharging for it tep Change tep change the resource hanges in Changes in Chang	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	disting r olds) ements uals due to re-	1,399	(62,161)	5,602	(3000's (3000's (133') (186') (200') (1,500') (720') (3) (30') (31,226') (21,3226') (22,311')
trategic bud trategic bud roposal for s re-ablemen eview of Ap eview of Cr ontinued im arning disa earning	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	disting r olds) ements uals due to re-	1,399	(62,161)	5,602	(3000's (3000's (3000's (137) (1860) (1000) (1,500) (720) (300)
trategic bud trategic bud trategic bud troposal for s re-ablemen eview of Ap eview of Cr ontinued im arning disat earning disa ther person there change there changes in d reation of m gainst the pu echarge for	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	r olds) rements uals due to re-	1,399	(62,161)	5,602	(3000's (3000's (131 (186 (200 (1,500 (720 (3) (3) (3) (3) (3) (3) (2) (3,220 (3) (3) (3) (5) (5),067
trategic bud trategic bud trategic bud troposal for s re-ablemen eview of Ap eview of Ap eview of Cr ontinued im arning disat earning disat earning disat earning disat earning disat earning disat the persons olernerate Ad harging for i tep Change tep change tep change in dreation of m gainst the pu echarge for year net vir	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands det - agreed additional income / savings service re-design of day care for older persons into t model pointeeship cases algnish short stay unit plementation of self directed support for new and exibility clients (not transitions) bility transitions care package re-design (19-25 year bility - extend current programme of residential placen s - Anticipated reduction in support costs for individuances justment for service tenancies justment for car leases expiring in year tunerals - Supplies & Services review - Employment based cost review - Employme	r olds) rements uals due to re-	1,399	(62,161)	5,602	(3000's 2000's 2
trategic bud trategic bud roposal for s re-ablemen eview of Ap eview of Cr on arning disat earning disat ider personat tep Change tep Change tep Change in direation of m gainst the pu echarge for year net vir outsourced	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	r olds) rements uals due to re-	1,399	(62,161)	5,602	(300)'s (300)'s (137)(186)(200)(1,500
trategic bud trategic bud roposal for s re-ablemen eview of Ap eview of Cr on arning disat earning disat ider personat tep Change tep Change tep Change in direation of m gainst the pu echarge for year net vir outsourced	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	r olds) rements uals due to re-	1,399	(62,161)	5,602	(300)'s (300)'s (300) (13) (18) (20) (10) (1,50) (72) (3) (3) (3) (1) (3,22) (21) (55,06) (1,94) (2,26)
trategic bud trategic bud roposal for s re-ablemen eview of Ap eview of Cr on arning disat earning disat ider personat tep Change tep Change tep Change in direation of m gainst the pu echarge for year net vir outsourced	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	r olds) rements uals due to re-	1,399	(62,161)	5,602	(3000's (3000's (13') (186) (200) (1,500) (72() (3) (3) (1,94) (2,260) (4,94)
ctrategic bud ctrategic bud ctrategic bud ctrategic bud ctrategic bud creposal for s re-ablemen leview of Ap leview of Cr continued im earning disa earnin	RIATIONS IN LEVEL OF EXPENDITURE det - agreed pressures / service demands	r olds) rements uals due to re-	1,399	(62,161)	5,602	

SERVICE DESCRIPTION

The current public health function within the council consists of the health and wellbeing unit and joint Director of Public Health (The council funding for this function consists of 1.0 health inequalities policy officer, 1.0 office manager, 0.5 head of health and wellbeing, 0.3 director of public health, 0.3 PA to director of public health). A project is underway to transfer the public health department (approx 50 staff) to the council from Croydon PCT by 1 April 2013 with a transition arrangement in 2012/13 through a section 75 agreement (NHS Act 2006).

MOVEMENT IN NET EXPENDITURE

MOVEMENT IN NET EXPENDITORE					
	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	ure on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Public Health	173	1	60	235	36
	}			_	
				, S	
	1				
TOTAL NET SPEND	173	1	60	235	36

STAFF ESTABLISHMENT NUMBERS		
	RESTATED	
	ORIGINAL ORIGIN	AL CHANGE
	BUDGET BUDG	ET IN
	2011/12 2012/	13 FTE
	FTE STAFF FTE ST	AFF FTE STAFF
Public Health	3.83	3.83 -
		27
TOTAL FTE STAFF	3.83	3.83

SUBJ	ECTI	VE S	UMMARY

FORECAST 2011/12	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12		in Level of ure on (A)	ORIGINAL BUDGET 2012/13	% CHANGE
00001-		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's	£000's	£000's	£000's	
1	Premises related expenditure	- 1	,			n/a
77	Supplies and Services	6			6	
	Third Party Payments Transfer Payments	:				n/a n/a
	Transport related expenditure	.				n/a
	Recharges from other services	-		8	8	n/a
264	TOTAL EXPENDITURE	173	1	8	182	5
	Government Grants	-			-	n/a
1	Other Grants, reimbursements and contributions	-			-	n/a
	Fees and Charges Other Customer and Client Receipts	= -			-	n/a
	Interest Receivable	1 1				n/a n/a
	Recharges to other services	.				n/a
_	TOTAL INCOME			-	-	r/a
		<u> </u>				180
264	NET CONTROLLABLE COST	173	1	8	182	5
	Capital Charges				1 -	n/a
	Deferred/Intangible Charges	.			-	n/a
	REFCUS	-				n/a
	Corporate support services bought in			52	52	n/a
	TOTAL UNCONTROLLABLE COST	-		52	52	n/a
264	NET COST OF SERVICE	173	1	60	235	36
204	NET COST OF SERVICE	1/3			233	30
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	[:	n/a n/a
	Provision for Repayment of External Loans	[]			.	n√a
	Contribution to / (from) General Balances	-				n/a
•	TOTAL APPROPRIATIONS	-	•	-	- '	n/a
264	TOTAL NET EXPENDITURE	173	1	60	235	36
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
Strategic bud	get - agreed additional income / savings					<u> </u>
						-
Other resource	Other resource changes					
	departmental support charges					8
Allocation of (corporate support charges					52 60
						30
TOTAL OTHE	ER VARIATIONS IN RESOURCE					60

SERVICE DESCRIPTION

The Directorate provides a support function to the department. Following the the restructure within the Council and DASHH all areas within Directorate have either been moved to another area or department, or recharged within DASHH.

MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A)	Variations in Level of Expenditure on (A) Inflation Other (B) (C)		ORIGINAL BUDGET 2012/13 (D)	% CHANGE (E)
Directorate	£000's 13,064	£000's	£000's (13,130)	2 ['] 0003	% (100)
	.5,557		(10),100,		
TOTAL NET SPEND	13,064	66	(13,130)	0	(100)

STAFF ESTABLISHMENT NUMBERS RESTATED ORIGINAL **ORIGINAL** CHANGE BUDGET **BUDGET** IN FTE 2011/12 2012/13 FTE STAFF FTE STAFF Directorate 0.00 0.00 TOTAL FTE STAFF

SUBJECTIVE SUMMARY

300000114	C Oculariti	RESTATED ORIGINAL	Variations	in Level of	ORIGINAL.	
FORECAST		BUDGET	Expendit	ure on (A)	BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£0003		£000's	£0000's	£000's	g'0003	%
	Employees	618	2	(259)	361	(42)
	Premises related expenditure Supplies and Services	660	_	10 (136)	16 524	167 (21)
	Third Party Payments	303	5	10	318	5
	Transfer Payments]	_]		n/a
-	Transport related expenditure	2	59	134	195	9,650
6	Recharges from other services	78		(23)	55	(29)
1,502	TOTAL EXPENDITURE	1,667	66	(263)	1,470	(12)
-	Government Grants		-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(16)	Fees and Charges	2	-	-	2	-
(16)	Other Customer and Client Receipts	(33)	-	33	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(1,600)	Recharges to other services	80	-	(1,603)	(1,523)	(2,004)
(1,632)	TOTAL INCOME	49	_	(1,570)	(1,521)	(3,204)
	<u> </u>	<u></u>		,,,,,,,	,,,,,	(3,204)
(130)	NET CONTROLLABLE COST	1,716	66	(1,833)	(51)	(103)
(130)	NET CONTROLLABLE COST	1,710	- 00	(1,033)	(31)	(103)
10	Capital Charges	344		(344)		(100)
"	Deferred/Intangible Charges	344		(344)		(100) n/a
1 -	REFCUS				_	n/a
	Corporate support services bought in	11,004		(10,953)	51	(100)
	TOTAL UNCONTROLLABLE COST	11,348		(11,297)	51	
		7.,0.0		(1.7,20.7)	1	(100)
119	NET COOL OF COOL					
2,024	NET COST OF SERVICE	13,064	66	(13,130)	-	(100)
	Contributions to / (from) Formatical Reconses			_		
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:] []				n√a n⁄a
	Financing of Capital Expenditure			}	_	n/a
	Provision for Repayment of External Loans	-			- 1	n/a
	Contribution to / (from) General Balances	-			-	n/a
	TOTAL APPROPRIATIONS			-	-	n/a
		,				190
2,024	TOTAL NET EXPENDITURE	13,064	66	(13,130)		(100)
-, :		15,551		(10,100)		(1.00)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				[£000's
	get - agreed pressures / service demands					
Recharge of	statutory complaints from CEO dept					44
İ					}	44
Strategic bud	get - agreed additional income / savings				ŀ	
Step Change	- supplies & services review					(28)
Step Change	- Essential car user allowance					(8)
Adjustment for	or car leases expiring in year				1	(4)
					90	(40)
Other resource	e changes				}	(40)
STILE TESOSICE STATISTS						
Allocation of	all remaining support and social service strategy co	sts to the				(49 494)
operation are	as					(13,134)
						(45.45.0
					}	(13,134)
TOTAL OTHE	ER VARIATIONS IN RESOURCE				}	(13,130)
AL OTHE	ALL TANALIONS IN LIESSUINE					110,100

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DEPARTMENT OVERVIEW		P&ES1
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SERVICE REVENUE BUDGETS Public Realm Planning & Building Control Regeneration & Economy Public Safety		P&E1 P&E2 P&E3 P&E4

KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

- 1) Forge new department
- 2) Implement Step Change
 3) Ensure delivery of School Estate Strategy
- 4) Drive CCURV
- 5) Deliver spatial plans
- 6) Negotiate key investments
- 7) Review and remodel services

KEY VOLUME INDICATORS

	ACTUAL	RESTATED ORIGINAL	FORECAST	FORECAST	%
DESCRIPTION	2010/11	2011/12	2011/12	2012/13	CHANGE
Percentage of household waste recycled / composted -	33.00%	36%	40%	40%	-
For 2011/12 = reduce landfill tonnage		58,848	TBC	TBC	n/a
		tonnes			
Cleanliness of streets and public places					
Graffiti	6.00%	6%	6%	6%	-
Litter	7.00%	10%	11%	11%	-
Detritus	10.00%	14%	11%	11%	-
Fly posting	10.00%	2%	2%	2%	-
Numbers of people engaged in the arts					n/a
Reduce serious violent crime rate	1.00	1.2	0.9	0.9	
Number of successful Anti-Social Behaviour Interventions For 2011/12 = perception that Police & council deal with	184	N/A	N/A	N/A	n/a
concerns over ASB and crime					n/a
Building applications processed	2000.00	2,500	2,500	2,500	-
Planning applications processed	3,936	2,700	2,700	2,600	(4)

FINANCIAL PERFORMANCE

NET EXPENDITURE	69,728	67,716	68,499	75,248	10
TOTAL INCOME	(51,103)	(40,216)	(38,525)	(35,147)	(9)
Recharges to other services	(17,263)	(13,331)	(12,817)	(9,833)	(23)
Interest Receivable	` _ '	` -	` - '	` - '	n/a
Other Customer and Client Receipts	(15,555)	(11,202)	(11,406)		(15)
Fees and Charges	(12,203)	(15,163)	(13,207)	(15,270)	16
Other Grants, reimbursements and contributions	(1,638)	(309)	(785)	(337)	(57)
Area Based Grants	(100)	-	- '	-	n/a
Government Grants	(4,344)	(211)	(310)	-	(100)
TOTAL EXPENDITURE	120,831	107,932	107,024	110,395	3
Recharges from other services	11,671	7,650	7,857	7,723	(2)
Corporate support services bought in	10,202	11,335	11,334	10,712	(5)
REFCUS		- 1		3,200	n/a
Deferred/Intangible Charges	1,774	93	-	_	n/a
Capital Charges	15,110	11,253	11,564	16,428	42
Transport related expenditure	1,762	1,271	1,319	947	(28)
Transfer Payments	-		-		n/a
Third Party Payments	20,922	22,499	21,741	23,772	9
Supplies and Services	22,994	20,010	19,741	17,936	(9)
Premises related expenditure	4,755	5,355	4.983	4,785	(4)
Employees	31,641	28,466	28,485	24,892	(13)
	£000	£000	£000	£000	CHANGE
DESCRIPTION	2010/11	2011/12	2011/12	2012/13	CHANGE
DESCRIPTION	ACTUAL	RESTATED	FORECAST	BUDGET	%

NET EXPENDITURE	69,728	67,716	68,499	75,248	10
Good housekeeping loan repayment	-	- [-	n/a
Contributions to / (from) Reserves	4,579		(267)		(100)
CURRENT BUDGET	64,220	[67,277		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	10,087	ſ	955		

TOP FIVE FINANCIAL RISKS 2012/13

Economic downturn - impact on income

Ability to achieve income targets

Reliance on external contractors - Risk of contractor having financial difficulties or inability to raise funds for investment

Ability to deliver capital programme

Unexpected / unfunded service pressures

CABINET MEMBER

Councillor Tim Pollard	Deputy Leader (Regeneration & Economic Development) and Cabinet Member for Children, Young People & Learners
Councillor Jason Perry	Cabinet Member for Planning, Transport & Sustainibility
Councillor Simon Hoar	Cabinet Member for Community Safety
Councillor Phil Thomas	Cabinet Member for Environment & Highways
Councillor Sara Bashford	Cabinet Member for Culture & Sport & Customer Services

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Stephen McDonald	Executive Director of Planning & Environment	61325
Mike Kiely	Director of Planning & Building Control	65599
Tony Antoniou	Director of Regeneration & Economy	65407
Tony Brooks	Director of Public Safety	65433

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST		RESTATED BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
2011/12	SERVICE	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
s'0003		£000's	£000's	£000's	£000's	%
52,573	Public Realm	51,996	554	6,585	59,135	14
4,605	Planning and Building Control	3,929	45	315	4,289	9
4,241	Regeneration and Economy	5,321	32	(1,389)	3,964	(26)
7,080	Public Safety	6,470	13	1,377	7,860	21
68,499	TOTAL NET SPEND	67,716	644	6,888	75,248	10

(267) Good housekeeping loan repayment	-	-	-	_	n/a	

	RESTATED	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Public Realm	366.8	264.1	(102.7)
Planning & Building Control	99.6	95.0	(4.6)
Regeneration & Economy	68.0	56.3	(11.7)
Public Safety	148.1	152.0	3.9
TOTAL FTE STAFF	681.5	567.4	(114.1)

SUBJECTIVE SUMMARY

	E SUMMARY	RESTATED	Variations		ORIGINAL	0,
FORECAST		BUDGET	Expenditu		BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	* Other	2012/13	CHANGE
00001-		(A)	(B)	(C)	£000's	(E)
£000's	Employees	£000's	£000's	2'000's	24,892	<u>%</u> (13)
	Employees	28,466 5,355	234 34	(3,808) (604)	4,785	(13)
	Premises related expenditure Supplies and Services	20,010	144	(2,218)	17,936	(10)
	Third Party Payments	22,499	464	809	23,772	6
21,741	Transfer Payments	22,733	707	-	20,772	n/a
1,319	Transport related expenditure	1,271	_	(324)	947	(25)
	Recharges from other services	7,650	_	73	7,723	1
			876		80,055	
	TOTAL EXPENDITURE	85,251	8/0	(6,072)	60,055	(6)
. ,	Government Grants	(211)	-	211	-	(100)
(785)	Other Grants, reimbursements and contributions	(309)	-	(28)		9
(13,207)	Fees and Charges	(15,163)	(211)	104	(15,270)	1
(11,406)	Other Customer and Client Receipts	(11,202)	(21)	1,516	(9,707)	(13)
	Interest Receivable	-	- 1		-	n/a
(12,817)	Recharges to other services	(13,331)	-	3,498	(9,833)	(26)
	TOTAL INCOME	(40,216)	(232)	5,301	(35,147)	
(50,525)	TOTAL INCOME	(40,210)	(202)	0,001	(00,147)	(13)
45,601	NET CONTROLLABLE COST	45,035	644	(771)	44,908	(0)
11,564	Capital Charges	11,253	-	5,175	16,428	46
	Deferred/Intangible Charges	93	-	(93)		(100
	REFCUS	-	-	3,200	3,200	n/a
		11,335	-	(623)	10,712	(5)
· · · · · · · · · · · · · · · · · · ·	TOTAL UNCONTROLLABLE COST	22,681	-	7,659	30,340	34
					· · · · · · · · · · · · · · · · · · ·	
68,499	NET COST OF SERVICE	67,716	644	6,888	75,248	11
(267)		-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(267)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
68,232	TOTAL NET EXPENDITURE	67,716	644	6,888	75,248	11
+ OTHER VA	DIATIONS IN LEVEL OF EVENDETURE	<u> </u>				£000's
OIRER VA	RIATIONS IN LEVEL OF EXPENDITURE					10003
Strategic hud	lget - agreed pressures / service demands					5,587
	get agreed produitional income / savings				-	(5,657
3						
						(70
Other receive	oo ahangaa					8 020
Other resourc	ce changes					6,958

SERVICE DESCRIPTION

Waste management and recycling

Services include contract management of waste services:

- Waste collections, Recycling and Street Cleaning Services
- Waste Management including processing green garden waste and kitchen food waste
- Management of Environmental Waste Controls (EWC) who are responsible for operating Household Recycling Centres

Sport, Leisure

Services include sport opportunities for young people and the council's leisure centres including New Addington, Purley and South Norwood Pools, Thornton Heath Leisure Centre and Monks Hill Leisure Centre

Green Spaces

Services include:

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

Highway maintenance

Services include:

- Ensuring the safety of highway users by delivering maintenance to carriageways, footways, public footpaths and street lighting
- . Monitoring Contractors working on the Highway, with new "transforming highways contract" in place in October 2011
- Construction of vehicle crossovers to residents for off street parking
- Monitoring statutory works undertaken e.g. water, gas, electric to minimise delay and disruption
- Road safety
- Highway Structures and bridges
- Street signage

Parking Services

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

- · Balancing the parking needs of all road users
- Provision of short and long-term parking through highway parking spaces and parking through car parks.
- Provision of permitted parking through suspensions, dispensations and permits
- Processing of Penalty Charge Notices for parking, MTC and bus lane contraventions.
- Blue Badge Enforcement
- Skip Licensing

Directorate

This area contains central departmental costs which are reallocated to the four service divisions

MOVEMENT IN NET EXPENDITURE

	RESTATED	Variations in Level of		ORIGINAL	
	BUDGET	Expenditure on (A)		BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£0003	£000's	£000's	£000's	%
Environment & Leisure Services	40,527	604	1,561	42,692	5
Highways	16,090	36	3,675	19,801	23
Parking Services	(4,057)	(96)	1,429	(2,724)	(33)
Directorate	146	10	(185)	(29)	(120)
Departmental Recharges	(710)	-	105	(605)	(15)
TOTAL NET SPEND	51,996	554	6,585	59,135	14

	RESTATED	ORIGINAL	CHANGE
	BUDGET	BUDGET	JN -
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Environment & Leisure Services	122.3	63.2	(59.1)
Highways	90.1	52.6	(37.5)
Parking Services	145.3	142.3	(3.0)
Directorate	9.1	6.0	(3.1)
TOTAL FTE STAFF	366.8	264.1	(102.7)

SUBJECTIVE SI	UMMARY	RESTATED	Variations in Level	of Expanditure	ORIGINAL	
FORECAST 2011/12	DESCRIPTION	BUDGET 2011/12 (A)	Inflation (B)	Other (C)	BUDGET 2012/13 (D)	% CHANGE (E)
£000's	Employees	£000's 13,659	£000's	£000's (3,313)	£000's 10,449	% (24)
4,024	Premises related expenditure	4,086	27	(338)	3,775	(8)
	Supplies and Services Third Party Payments	16,983 21,808	142 463	(1,349) 1.040	15,776 23,311	(7) 7
1.128	Transfer Payments Transport related expenditure	1,095	-	(469)	626	n/a (43)
4,552	Recharges from other services	4,475		(201)	4,274	(4)
61,976		62,106	735	(4.630)	58,211	(6)
(259)	Government Grants Other Grants, reimbursements and contributions	(93)		(28)	(121)	n/a 30
	Fees and Charges	(10,609)	(177)	290	(10,496)	(1)
(10.210)	Other Customer and Client Receipts Interest Receivable	(9.717)	(4)	1.455	(8,266)	(15) n/a
	Recharges to other services	(7,280)		3,410	(3,870)	(47)
(27.211)	TOTAL INCOME	(27.699)	(181)	5,127	(22,753)	(18)
34,765	NET CONTROLLABLE COST	34,407	554	497	35,458	3
04,740	NET CONTINUED COOK	04,407	554	447	00,400	
10,843	Capital Charges Deferred/Intangible Charges	10.599 24	T	4.813 (24)	15,412	45 (100)
	REFCUS			2.000	2,000	n√a
	Corporate support services bought in	8,966		(701)	6,265	(10)
17,808	TOTAL UNCONTROLLABLE COST	17,589		6.088	23,677	35_
52,573	NET COST OF SERVICE	51,996	554	6,585	59,135	14
02,010		[-,,,,,		4,000		
32	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-			-	n/a n/a
	Financing of Capital Expenditure		-	•	:	n/a
	Provision for Repayment of External Loans Contribution to / (from) General Balances	'	-	-	:	n/a n/a
32	TOTAL APPROPRIATIONS				-	n/a
52,605	TOTAL NET EXPENDITURE	51,996	554	6,585	59,135	14
THER VARIA	TIONS IN LEVEL OF EXPENDITURE				Г	£000's
iditional efficier irriving staff redu roduction of for ood waste landfil sestructure of Gri pipplies and Sen emises cost Eff icancies in exist reat Lightling - F affic and Englin ductor in Was 6 increase in re: N Income wiew options for crease Bulky W. este Based Sen sylew options for crease Sulky W. pojects - Sentor I octre - Sentor I options - Sentor I octrement Tasi	ad waste and changes to refuse collection il leavings net of processing costs senspaces team vices Efficiencies iciencies iciencies iciencies ing structure reduction in energy costs sering - Supplies and Services de Procurement Costs sidents parking permits or Pay & Display increases is fees (cranes, hoardings, scaffolding etc.) aste Charges vice Review in Departmental Management restructure ment Based Cost Review is and Services - 10% minimum target dorce Programme Green Spaces dorce Programme Violia contract extension stoning Procurement & Performance full year effect					4.962 (655 (630) (600) (100) (696) (255 (21) (26) (253) (210) (200) (120) (15) (25) (25) (210) (200) (120) (15) (25) (200) (15) (25) (200) (15) (25) (25) (200) (15) (200) (15) (200) (15) (200) (15) (200) (15) (200) (15) (200) (15) (200) (20
her resource ch	luntary Severance Savings					(4,166) (60) (150) (35)
Corporate - Vo Corporate - Str	reet LightIng PFI / Neighbourhood Parnerships					(205 (157
Corporate - Vo Corporate - Str Corporate - PA Corporate - Se Corporate reso rements from :-	restructure part year impact nilor Management restructure - part year nulor Management restructure - part year nurces and customer services - Strategy. Commissioning. Procurement & P	ertormance restructi	ure			(6
Corporate - Vo Corporate - Size Corporate - PA Corporate - Se Corporate - Se rements from - Corporate - EB Corporate - Ac Children, famil Regeneration a Public Safety - aff Changes rid tions in runni	I restructure part year impact nilor Management restructure - part year funces and customer services - Strategy. Commissioning. Procurement & P ICR Car Allowances cess Strategy les and learning - Internal recharge budgets and Economy - Merging of former PRC and Community Services Directora Street Based Services		ure			(6 898 42 162 146 18 29
Corporate - Vo Corporate - Str Corporate - PA Corporate - Sec rements from Corporate - Ac Corporate - Ac Children, famili Regeneration s	restructure part year impact nilor Management restructure - part year nurces and customer services - Strategy. Commissioning. Procurement & PICR Car Allowances cess Strategy les and learning - Internal recharge budgets and learning - Internal recharge budgets and Economy - Merging of former PRC and Community Services Directora Street Based Services ing expenses and Economy.		ure			(6 898 42 162 146 18 29
Corporate - Vo Corporate - Set Corporate - Set Corporate - Set Corporate - Set Corporate - ES Corporate - Ac Children, famili Regeneration s Public Safety - aft Changes intelligent in runni untations in reconstitutions in	restructure part year impact nilor Management restructure - part year nurces and customer services - Strategy. Commissioning. Procurement & PUCR Car Allowances cess Strategy else and learning - Internal recharge budgets and Learning - Internal recharge budgets and Economy - Merging of former PRC and Community Services Directora Street Based Services		ure			(6 898 42 162 146 18 29 (2,229 5.613
Corporate - Vo Corporate - PA Corporate - PA Corporate - PA Corporate - Se Corporate - Se Corporate - Ea Corporate - Ac Children, famili Regeneration a Public Safety - aff Changes untations in runnil vitations in recha	restructure part year impact nilor Management restructure - part year nurces and customer services - Strategy. Commissioning. Procurement & PUCR Car Allowances cess Strategy else and learning - Internal recharge budgets and Learning - Internal recharge budgets and Economy - Merging of former PRC and Community Services Directora Street Based Services		ure			(6 898 42 162 146 18 29 2 (2,229 5.613
Corporate - Vo Corporate - Six Corporate - PA Corporate - Se Corporate - Se Corporate - Se Corporate - EB Corporate - EB Corporate - Ac Children, familiar - Ac Children, fami	restructure part year impact nilor Management restructure - part year nurces and customer services - Strategy. Commissioning. Procurement & PCR Car Allowances cess Strategy elected in the services of the se		ure			(6 898 42 162 146 18 29 2 (2,229 5,613 (24 2,000 (355
Corporate - Vo Corporate - Set Corporate - PA Corporate - PA Corporate - Set Corporate - Set Corporate - EB Corporate - EB Corporate - EB Corporate - Ac Children, familiar - EB Corporate - Ac Children, familiar - Public Safety - If Changes riations in runnifiations in runnifiations in reconstitutions in reconstituti	restructure part year impact nilor Management restructure - part year nurces and customer services - Strategy. Commissioning. Procurement & PUCR Car Allowances cess Strategy is a strategy is and learning - Internal recharge budgets and Economy - Merging of former PRC and Community Services Directors Street Based Services ing expenses ne arges are charges.		ure			(6 898 42 162 146 18 29 2 (2,229 5.613
Corporate - Vo Corporate - Set Corporate - PA Corporate - PA Corporate - Set Corporate - Set Corporate - EB Corporate - EB Corporate - EB Corporate - Ac Children, familiar - EB Corporate - Ac Children, familiar - Public Safety - If Changes riations in runnifiations in runnifiations in reconstitutions in reconstituti	restructure part year impact nilor Management restructure - part year nurces and customer services - Strategy. Commissioning. Procurement & PCR Car Allowances cess Strategy elected in the services of the se		ure			(6 898 42 162 146 18 29 2 (2,229 5,613 (24 2,000 (355
Corporate - Vo Corporate - Set Corporate - Ac Children, famili Regeneration s Public Safety - aff Changes dations in runninations in incorriations in rechapital Charges ferred/intanglibiricUS prorate support surporate support surporate of Highwa	restructure part year impact nilor Management restructure - part year nurces and customer services - Strategy. Commissioning. Procurement & PCR Car Allowances cess Strategy elected in the services of the se		ure		-	(6 89) 44 162 144 16 25 (2,225 5,612 (2,225 2,000 (355

SERVICE DESCRIPTION

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

Spatial Planning:

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

Development management:

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

Building control:

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

MOVEMENT IN NET EXPENDITURE

	RESTATED	Variations	in Level of	ORIGINAL	
a	BUDGET	Expenditure on (A)		BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	s'0003	%
Spatial Planning	1,739	11	(11)	1,739	-
Development Management	1,819	23	(59)	1,783	(2)
Building Control	371	11	385	767	107
					-
TOTAL NET SPEND	3,929	45	315	4,289	9

STAFF ESTABLISHMENT NUMBERS			
	RESTAT	ED ORIGINAL	CHANGE
	BUDGE	T BUDGET	IN
	2011/1		FTE
	FTE STA	FF FTE STAFF	FTE STAFF
Spatial Planning	24	.0 23.0	(1.0)
Development Management	5	3.0 49.4	(3.6)
Building Control	22	.6 22.6	-
TOTAL FTE STAFF	99	.6 95.0	(4.6)

		RESTATED	Variations		ORIGINAL	
ORECAST 2011/12	DESCRIPTION	BUDGET 2011/12	Expenditu Inflation	re on (A) * Other	BUDGET 2012/13	% CHANGI
2011/12	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	a'0003	`%
	Employees	5,032	45	(488)	4,589	1
	Premises related expenditure Supplies and Services	601	1	(164)	438	(
- 26	Third Party Payments	26	-	-	26	
	Transfer Payments	-	-	- (E)	-	,
	Transport related expenditure Recharges from other services	1,637		(5) 142	40 1,779	(
	TOTAL EXPENDITURE	7,341	46	(515)	6,872	
	Government Grants			(5.5)		
. ,	Other Grants, reimbursements and contributions	- 1			- :	
(2,119)	Fees and Charges	(2,941)			(2,941)	
(19)	Other Customer and Client Receipts	(55)	(1)	•	(56)	
- /1 E00\	Interest Receivable	(1.960)	-	250	(1 502)	,
	Recharges to other services	(1,862)	- (1)	359	(1,503)	(
(4,063)	TOTAL INCOME	(4,858)	(1)	359	(4,500)	
0.150	NICT CONTROL LADI E COCT	0.493	45	(150)	2 272	
3,159	NET CONTROLLABLE COST	2,483	45	(156)	2,372	
55	Capital Charges	32	т - Т	297	329	9
-	Deferred/Intangible Charges	23	-	(23)	-	(1
4.004	REFCUS		-	-	4 500	
	Corporate support services bought in	1,391		197	1,588	
1,446	TOTAL UNCONTROLLABLE COST	1,446	·	471	1,917	
4.005		0.000	45	045	4.000	
4,605	NET COST OF SERVICE	3,929	45	315	4,289	
(240)	Contributions to / (from) Earmarked Reserves				-	
	Contributions to / (from) Capital Reserves:				-	
	Financing of Capital Expenditure				-	
-	Provision for Repayment of External Loans Contribution to / (from) General Balances					
(240)	TOTAL APPROPRIATIONS			_	_	
	. O . ALA . NOI MANONO	1 1	I			
(3.0)						
	TOTAL NET EXPENDITURE	3,929	45	315	4,289	
4,365		3,929	45	315	4,289	COOOL
4,365	TOTAL NET EXPENDITURE	3,929	45	315	4,289	£000's
4,365 OTHER VA		3,929	45	315	4,289	£000's
4,365 OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	3,929	45	315	4,289	£000's
4,365 OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	3,929	45	315	4,289	£000's
4,365 OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	3,929	45	315	4,289	£000's
4,365 OTHER VA rategic bud	IRIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands	3,929	45	315	4,289	
4,365 OTHER VA rategic bud rategic bud pase Letter patial Plann	Intervel of Expenditure Idea - agreed pressures / service demands Idea - agreed additional income / savings Is regarding planning applications Idea - agreed additional income / savings	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud rategic bud ease Letters patial Plann ojects - Se	Intervention In Level OF EXPENDITURE Idea - agreed pressures / service demands Idea - agreed additional income / savings s regarding planning applications sing Option 1 nior Management restructure	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud r	Intervention In Level OF EXPENDITURE Idea - agreed pressures / service demands Idea - agreed additional income / savings s regarding planning applications sing Option 1 nior Management restructure inployment Based Cost Review	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud r	Intervention In Level OF EXPENDITURE Idea - agreed pressures / service demands Idea - agreed additional income / savings s regarding planning applications sing Option 1 nior Management restructure	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud r	Intervent Based Cost Review pplies and Services - 10% minimum target	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud r	Intervent Based Cost Review pplies and Services - 10% minimum target	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud base Letters patial Plann ojects - Ser ojects - Sur ojects - Sur sential Car ar Leasing	Intervention Inter	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud ease Letters atial Plann ojects - Ser ojects - Sur sential Car ar Leasing	Interventions in Level of Expenditure Idea - agreed pressures / service demands Idea - agreed additional income / savings s regarding planning applications ning Option 1 nior Management restructure apployment Based Cost Review pplies and Services - 10% minimum target r User Allowance	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud r	Intervention Inter	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud r	Intervention Inter	3,929	45	315	4,289	(1
rategic bud rategic bud pase Letter patial Plann ojects - Ser ojects - Ser ojects - Sur patial Car ar Leasing	Indet - agreed pressures / service demands Idet - agreed additional income / savings is regarding planning applications ing Option 1 nior Management restructure inployment Based Cost Review pplies and Services - 10% minimum target r User Allowance Dechanges - Voluntary Severance Savings - Senior Management restructure - part year	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud hase Letter hatial Plann ojects - Ser ojects - Sur her resource rements to Corporate Corporate rements fro	Indet - agreed pressures / service demands Idet - agreed additional income / savings is regarding planning applications ing Option 1 nior Management restructure inployment Based Cost Review pplies and Services - 10% minimum target r User Allowance Dechanges - Voluntary Severance Savings - Senior Management restructure - part year	3,929	45	315	4,289	(1
4,365 OTHER VA rategic bud r	Interventions in Level of Expenditure Idea - agreed pressures / service demands Idea - agreed additional income / savings is regarding planning applications ing Option 1 nior Management restructure inployment Based Cost Review pplies and Services - 10% minimum target in User Allowance De changes - Voluntary Severance Savings - Senior Management restructure - part year Om: - EBCR Car Allowances - Access Strategy					(1
ategic bud rategic	Intervention Inter					(1
ategic bud rategic bud rategic bud rategic bud rase Lettern ratial Plann ojects - Ser ojects - Ser ojects - Sur rategic bud rase Lettern ratial Plann ojects - Sur ojects - Sur rategic bud rategic bud rase Lettern ratial Plann ojects - Sur rements to Corporate Corporate Corporate Corporate Corporate unification	Intervention Inter					(1
ategic bud rategic	Intervention Inter					(3)
rategic bud rategic bud rategic bud rase Letter ratial Plann ojects - Ser ojects - Sur ojects - Sur oferness to Corporate Corpor	Interventions in Level of Expenditure Idea - agreed pressures / service demands Idea - agreed additional income / savings is regarding planning applications ing Option 1 inor Management restructure inployment Based Cost Review pplies and Services - 10% minimum target in User Allowance De changes - Voluntary Severance Savings - Senior Management restructure - part year om: - EBCR Car Allowances - Access Strategy resources and customer services - Correction to a ition and Economy s running expenses					(3)
rategic bud pase Letter patial Plann ojects - Ser ojects - Sur ojects - Sur of Corporate Corporate Corporate Corporate unification Regeneral aff Change	Intervention Inter					(3
rategic bud rategi	Intervention Inter					(3
rategic bud rategi	Intervention Inter					(3)
rategic bud rategi	Intervention Inter					(3)
rategic bud rategi	Intervention Inter					£000's
rategic bud rategi	Intervention Inter					(3)

SERVICE DESCRIPTION

Economic Development

The aim of the Economic Development team is to provide specialist expertise to develop the borough's economic strategy, evidence base and underpinning analysis and respond to national and regional policy developments, deliver skills and employment by providing the opportunities and support services to ensure that all Croydon residents can realise their full potential, gain the required skill sand access quality jobs locally, provide enterprise and innovation by creating the conditions for new enterprise and a thriving business community and deliver inward investment and business retention by establishing a national and international brand and reputation for Croydon as a key business location using this to attract and retain high value business investment.

Housing development and regeneration

Through strategic partnership working the Housing Development team aims to maximise investment and development of sustainable housing and regeneration by: developing the borough's approach to the Single Conversation and Devolved Delivery; maximising the number of new homes delivered through the National Affordable Housing Programme, negotiating the level of affordable housing provided by private developers through S106 planning policy requirements, strategic development of the council new build programme, promote and deliver a range of housing options to help local people meet their housing needs and aspirations.

The key aim of the regeneration team is to bring forward regeneration in the borough and act as a catalyst in liaising with client departments and 3rd party internal and external developers to provide enterprising schemes through developing opportunities arising from masterplans, third party developer interest and corporate asset based schemes, scoping potential schemes, development of feasibility studies/business cases through to procurement of delivery partners or a private sector development partner, liaison with internal and external stakeholders and day to day management of Croydon's urban regeneration vehicle (CCURV) operation and programme.

Transport

The strategic transport service provides a policy development role through translation of local transport priorities and regional transport policy into plans and programmes, a funding bidding role using the local transport objectives set out in the Local Implementation Plan and its programme to draw funding from TfL and a delivery management and reporting role through coordination of project delivery and project spend and reporting back to the funding body.

Other key priorities for the service are development and shaping of regional and sub-regional transport policy, supporting the Spatial Planning Service in development plan making and masterplanning, delivery of the Council's non-engineering/non-construction based transport programme, engaging with public transport providers ensuring service changes benefit Croydon and engaging with public transport service users to understand service needs and demands.

Capital Delivery

The Capital Delivery team aims to provide a strong client commissioning/ delivery function to effectively deliver the borough's ambitious capital, infrastructure and regeneration programme through its flexible approach to the execution of capital projects and range of services. The capital delivery team can provide 'light touch' support, governance, framework appointments and gateway approval to a small number of council wide embedded project delivery units through to the provision of a full service including commissioning, delivery and governance of major projects.

MOVEMENT IN NET EXPENDITURE

	RESTATED	Variations in Level of		ORIGINAL	
	BUDGET	Expenditure on (A)		BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Housing Development & Regeneration	1,362	9	(191)	1,180	(13)
Economic Development	1,439	8	(395)	1,052	(27)
Transport	362	3	43	408	13
Capital Delivery	2,158	12	(846)	1,324	(39)
TOTAL NET SPEND	5,321	32	(1,389)	3,964	(26)

	RESTATED	ORIGINAL	CHANGE
	BUDGET	BUDGET	l IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Development & Regeneration	26.0	16.3	(9.7)
Economic Development	14.0	15.0	1.0
Transport	5.0	5.0	-
Capital Delivery	23.0	20.0	(3.0)
TOTAL FTE STAFF	68.0	56.3	(11.7)

FORECAST		RESTATED	Variations in		ORIGINAL	٠,
	DESCRIPTION	BUDGET	Expenditur		BUDGET	% CHANGE
2011/12	DESCRIPTION	2011/12 (A)	Inflation (B)	* Other (C)	2012/13 (D)	(E)
£000's		£000's	£000's	£0003	8'0003	%
	Employees	3,344	30	(386)	2,988	(1
	Premises related expenditure	190		(190)	-	(10
	Supplies and Services Third Party Payments	1,204 522	1	(955) (271)	250 252	(7 (5
-	Transfer Payments	-	- :	-		E (
	Transport related expenditure	4	-	(3)	1	(7
	Recharges from other services	690	-	(197)	493	(2
4,688	TOTAL EXPENDITURE	5,954	32	(2,002)	3,984	(3
, ,	Government Grants	(211)	•	211	-	(10
	Other Grants, reimbursements and contributions	- (4.77)	-	-	(200)	1
, ,	Fees and Charges Other Customer and Client Receipts	(177)		(26)	(203)	
(0)	Interest Receivable					
(1,735)	Recharges to other services	(1,889)	-	826	(1,063)	(4
	TOTAL INCOME	(2,277)	_	1,011	(1,266)	
_,/		(-,/	1/1			
2,597	NET CONTROLLABLE COST	3,677	32	(991)	2,718	(2
2,007	HET OOK MOLEADEL GOOT	0,077	02.	(551)	2,7.10	
296	Capital Charges	250	- 1	(80)	170	(3
-	Deferred/Intangible Charges	46	-	(46)		(10
	REFCUS	-	-	1000		
	Corporate support services bought In	1,348		(272)	1,076	(;
1,644	TOTAL UNCONTROLLABLE COST	1,644	-	(398)	1,246	(2
4,241	NET COST OF SERVICE	5,321	32	(1,389)	3,964	(2
				· ·		
	Contributions to / (from) Earmarked Reserves	-		,	-	
-	Contributions to / (from) Capital Reserves:	-			-	1
	Financing of Capital Expenditure Provision for Repayment of External Loans				[]	
	Contribution to / (from) General Balances	-	-		-	
	TOTAL APPROPRIATIONS		-	-		1
4.095	TOTAL NET EXPENDITURE	5,321	32	(1,389)	3,964	(:
.,				* * * * * * * * * * * * * * * * * * * *		<u>`</u>
OTHER VAR	IATIONS IN LEVEL OF EXPENDITURE					£000's
-						£000's
	et - agreed pressures / service demands	711.74.241 - 1				£000's
trategic budge						
trategic budge	et - agreed pressures / service demands	14 - 34				
trategic budge	et - agreed pressures / service demands	11/11/11				10
trategic budge	et - agreed pressures / service demands					16
trategic budge oss of GAF fu	et - agreed pressures / service demands unding - transport core funding et - agreed additional income / savings	44.04.0				16
trategic budge oss of GAF fu trategic budge eview of optic	et - agreed pressures / service demands unding - transport core funding et - agreed additional income / savings ons in Economic Development functions					16
trategic budge oss of GAF fu trategic budge eview of optic ayers and Spa	et - agreed pressures / service demands unding - transport core funding et - agreed additional income / savings ons in Economic Development functions ans - Saving achieved as a result of restructuring					11
trategic budge trategic budge eview of optic ayers and Spi rojects - Seni	et - agreed pressures / service demands Inding - transport core funding et - agreed additional income / savings ons in Economic Development functions ans - Saving achieved as a result of restructuring or Management restructure					10
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trategic budge trategic budge eview of optical ayers and Sprojects - Senticojects - Supprojects - Supprojects - Supprojects - Supprategy, Comr	et - agreed pressures / service demands unding - transport core funding et - agreed additional income / savings ons in Economic Development functions ans - Saving achieved as a result of restructuring or Management restructure loyment Based Cost Review blies and Services - 10% minimum target missioning, Procurement & Performance full year effect					10
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SERVICE DESCRIPTION

Community Safety Services:

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 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.

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.

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.

Family Justice Centre: This 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.

Area Enforcement Service - a new service brought together as a result of the Street Based Services Review. The Area Enforcement Officers (AEOs) are attached to the borough's Safer Neighbourhood Teams to tackle anti-social behaviour, flytipping and cleansing and to provide high visibility reassurance for the residents of Croydon.

Environmental Response Team - service to tackle issues such as graffiti removal, chewing gum removal, removal and designing out of fly tips on private land, installation of alley gates and installing/cleaning street furniture. They also provide a rapid response to clean up environmental emergencies.

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.
- Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the
 designated enforcement agency.
- 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.
- Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices.
- Pollution service deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution.

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.

MOVEMENT IN NET EXPENDITURE

MOVEMENT BY NET EXPERIENCE					
	RESTATED	Variations in Level of Expenditure on (A)		ORIGINAL	
	BUDGET			BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Regulatory Services	2,787	16	(8)	2,795	0
Community Safety Services	4,643	27	739	5,409	16
Bereavement Services	436	(30)	1,306	1,712	293
Street Based Services Recharges	(1,396)	-	(660)	(2,056)	47
TOTAL NET SPEND	6,470	13	1,377	7,860	21

STAFF ESTABLISHMENT NOMBENS			
	RESTATED	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Regulatory Services	46.8	40.7	(6.1)
Bereavement Services	27.7	27.7	-
Community Safety Services	73.6	83.6	10.0
TOTAL FTE STAFF	148.1	152.0	3.9

UBJECTIVE ORECAST 2011/12	DESCRIPTION	RESTATED BUDGET			ORIGINAL BUDGET 2012/13	% CHANGE
	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's	[£000's 6,431	£000's	£000's	8,0003 6,866	%
	Employees Premises related expenditure	1,079	7	(76)	1,010	(
	Supplies and Services	1,222	:	250	1,472	2
174	Third Party Payments	143	•	40	183	2
- 150	Transfer Payments	107	•	- 152	280	n 12
	Transport related expenditure Recharges from other services	127 848		153 329	1.177	3
	TOTAL EXPENDITURE	9,850	63	1,075	10,988	1
	I	9,000		1,073	10,300	
- /155\	Government Grants Other Grants, reimbursements and contributions	(216)			(216)	•
	Fees and Charges	(1,436)	(34)	(160)	(1,630)	1
	Other Customer and Client Receipts	(1,430)	(16)	61	(1,385)	
	Interest Receivable	'-'	-	-	-	r
(2,299)	Recharges to other services	(2,300)	-	(1,097)	(3,397)	
(5,160)	TOTAL INCOME	(5,382)	(50)	(1,196)	(6,628)	2
		<u> </u>				
5,080	NET CONTROLLABLE COST	4,468	13	(121)	4,360	
370	Capital Charges	372		145	517	3
-	Deferred/Intangible Charges	"-	-	-	-	r
	REFCUS		-	1,200	1,200	i
	Corporate support services bought in	1,630	-	153	1,783	
2,000	TOTAL UNCONTROLLABLE COST	2,002	-	1,498	3,500	
7,080	NET COST OF SERVICE	6,470	13	1,377	7,860	
87	Contributions to / (from) Earmarked Reserves	T -T			-	
-	Contributions to / (from) Capital Reserves:	-	1.0	İ	-	
-	Financing of Capital Expenditure	-			-	
-	Provision for Repayment of External Loans	-			[]	1
	Contribution to / (from) General Balances	-				
87	TOTAL APPROPRIATIONS		-	-	-	
7,167	TOTAL NET EXPENDITURE	6,470	13	1,377	7,860	
7,167	TOTAL NET EXPENDITURE	6,470	13	1,377	7,860	£000's
7,167 THER VAR	RIATIONS IN LEVEL OF EXPENDITURE	6,470	13	1,377	7,860	£000's
7,167 THER VAF ategic budd rrey Street	RIATIONS IN LEVEL OF EXPENDITURE tet - agreed pressures / service demands Market Subsidy	6,470	13	1,377	7,860	£000's
7,167 THER VAR ategic budg rrey Street ay dog serv	RIATIONS IN LEVEL OF EXPENDITURE net - agreed pressures / service demands Market Subsidy vice		13	1,377	7,860	£000's
7,167 THER VAF ategic budc rrey Street ay dog serv achievable	RIATIONS IN LEVEL OF EXPENDITURE tet - agreed pressures / service demands Market Subsidy		13	1,377	7,860	£000's
7,167 THER VAR ateqic budc rrey Street ay dog serv achievable reavement	RIATIONS IN LEVEL OF EXPENDITURE tet - agreed pressures / service demands Market Subsidy vice income budget on FPN, Safer Croydon Radio and ot		13	1,377	7,860	£000's
7,167 THER VAR ateqic budc rrey Street ay dog serv achievable reavement	RIATIONS IN LEVEL OF EXPENDITURE tet - agreed pressures / service demands Market Subsidy rice income budget on FPN, Safer Croydon Radio and ot Services - Reduction in turnover allowance		13	1,377	7,860	£000's
7,167 THER VAR ateqic budc rrey Street ay dog serv achievable reavement	RIATIONS IN LEVEL OF EXPENDITURE tet - agreed pressures / service demands Market Subsidy rice income budget on FPN, Safer Croydon Radio and ot Services - Reduction in turnover allowance		13	1,377	7,860	
7,167 THER VAR ategic budg rey Street ay dog sen achievable reavement eet Based	RIATIONS IN LEVEL OF EXPENDITURE net - agreed pressures / service demands Market Subsidy rice income budget on FPN, Safer Croydon Radio and ot Services - Reduction in turnover allowance Service Review net - agreed additional income / savings		13	1,377	7,860	£000's
7,167 THER VAR ategic budg rrey Street ay dog serv achievable reavement eet Based s	RIATIONS IN LEVEL OF EXPENDITURE net - agreed pressures / service demands Market Subsidy rice income budget on FPN, Safer Croydon Radio and ot Services - Reduction in turnover allowance Service Review net - agreed additional income / savings Services - Cuts to premises budget	hers	13	1,377	7,860	£000's 1 1 4
7,167 THER VAF ategic budg rey Street ay dog serv achievable reavement eet Based is ategic budg reavement ding Stand	RIATIONS IN LEVEL OF EXPENDITURE iet - agreed pressures / service demands Market Subsidy ice income budget on FPN, Safer Croydon Radio and ot Services - Reduction in turnover allowance Service Review iet - agreed additional income / savings Services - Cuts to premises budget ards - Remodelling the service - reduction of 2.5 pos	hers	13	1,377	7,860	£000's 1 1 1 (1)
7,167 THER VAR ategic budg arey Street I ay dog sen achtevable reavement eet Based S ategic budg reavement ding Stand view Tradir	RIATIONS IN LEVEL OF EXPENDITURE tet - agreed pressures / service demands Market Subsidy vice income budget on FPN, Safer Croydon Radio and ot Services - Reduction in turnover allowance Service Review tet - agreed additional income / savings Services - Cuts to premises budget ards - Remodelling the service - reduction of 2.5 posing Standards Team	hers	13	1,377	7,860	£000's 1 1 4 (1
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CORPORATE RESOURCES & CUSTOMER SERVICES

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KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

- To deliver a corporate approach to customer satisfaction and feedback to drive service improvement and efficiency by maximising the collection of income and delivering the Access Strategy
- 2. To deliver significant savings through better procurement, category and contract management.
- 3. To build on the finance unification & improve processes to drive further efficiency
- 4. Deliver FM and ICT sourcing strategies and key step change projects

KFY	VOI	HME	INDIC	ATORS

		RESTATED
, A	ACTUAL	ORIGINAL
DESCRIPTION	2010/11	2011/12
Debts Raised	29,524	30,000
Audit Days Delivered	1,702	1,602
Insurance Claims received.	812	800
No of Benefit Claimants	41,489	42,419
Council Tax Dwellings	146,315	146,542
Housing Benefit: number of days to assess new claim	18	20
Average sick days per FTE	7	4.13

FORECAST	FORECAST	%
2011/12	2012/13	CHANGE
35,832	37,500	5
1,602	1,600	(0)
		n/a
43,100	44,830	4
146,969	147,741	1
20	16	(20)
4.2	4.2	

FORECAST RUDGET

FINANCIAL PERFORMANCE

		RESTATED
DESCRIPTION	ACTUAL	ORIGINAL
	2010/11	2011/12
	£000	£000
Employees	31,186	28,481
Premises related expenditure	7,797	7,590
Supplies and Services	10,217	6,800
Third Party Payments	30,250	30,486
Transfer Payments	254,293	288,523
Transport related expenditure	133	46
Capital Charges	9,054	3,693
Deferred/Intangible Charges	2,300	1,855
REFCUS		-
Corporate support services bought in	(37,451)	(38,648)
Recharges (to) / from other services	(2,899)	(2,771)
TOTAL EXPENDITURE	304,880	326,055
Government Grants	(256,679)	(288,334)
Area Based Grants	-	-
Other Grants, reimbursements and contributions	(6,707)	(6,085)
Fees and Charges	(4,328)	(3,024)
Other Customer and Client Receipts	(2,325)	(2,127)
Interest Receivable	(81)	(120)
TOTAL INCOME	(270,120)	(299,690)

FURECAST	BUDGET	%
2011/12	2012/13	CHANGE
£000	0003	
29,088	29,553	2
8,156	7,636	(6)
6,678	7,332	10
30,534	32,193	5
288,523	313,254	9
184	41	(78)
3,693	4,512	22
1,854	2,563	38
-	-	n/a
(38,760)	(40,030)	3
(2,623)	(3,619)	38
327,325	353,434	8
(288,140)	(312,831)	9
-	-	n/a
(6,136)	(5,808)	(5)
(3,166)	(3,109)	(2)
(2,157)	(2,288)	6
(80)	(120)	50
(299,679)	(324,156)	8

NET EXPENDITURE	34,760	26,365
Contributions to / (from) Reserves	(7,651)	(120)
CURRENT BUDGET	23,903	
TOTAL VARIANCE FROM BUDGET- Over/(Under)	3,206	

27,646	29,278	6
(400)	•	(100)
28,084		

(838)

TOP FIVE FINANCIAL RISKS 2012/13

- 1. Realising efficiency options
- 2. Delays in implementation of step change projects
- 3. Impact of council tax rebate and benefit changes
- 4. Maximising effective contractual relationships with partners
- 5. collection of benefits overpayment

CORPORATE RESOURCES & CUSTOMER SERVICES

CABINET MEMBERS

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

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Nathan Elvery Executive Director of Corporate Resources & Customer Services		62822
Sarah Ireland	Director - Strategy, Commissioning, Procurement and Performance	62070
Richard Simpson Director - Finance		61848
Graham Cadle	Director - Customer Services and Communications	63295
Aiden McManus	Director - Corporate Services	62552

MOVEMENT IN SERVICE NET EXPENDITURE

		RESTATED				
		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
2011/12	SERVICE	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	s'0003	%
(447)	Finance	147	72	36	255	73
8,767	Customer Services and Communications	8,964	131	(1,540)	7,555	(16)
12,927	Concessionary Fares	12,927	323	145	13,395	4
762	Strategy, Commissioning, Procurement and Performa	(138)	27	(94)	(205)	49
5,237	Corporate Services	4,465	675	3,138	8,278	85
27,246	TOTAL NET SPEND	26,365	1,228	1,685	29,278	11

	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Finance	138.3	126.4	(11.9)
Customer Services and Communications	416.6	415.6	(1.0)
Concessionary Fares	-	-	-
Strategy, Commissioning, Procurement and Performance	40.0	77.0	37.0
Corporate Services	98.0	75.0	(23.0)
TOTAL FTE STAFF	692.9	694.0	1.1

20D0EC 11A	E SUMMARY					
		RESTATED	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	* Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	<u>%</u>
	Employees	28,481	236	836	29,553	4
	Premises related expenditure	7,590	183	(137)	7,636	1
	Supplies and Services	6,800	48	484 907	7,332	8
	Third Party Payments	30,486	800		32,193	6 9
	Transfer Payments	288,523		24,731	313,254 41	(11)
	Transport related expenditure Recharges from other services	46 228	_	(5) (23)	205	(11)
		i	1.007			
•	TOTAL EXPENDITURE	362,154	1,267	26,792	390,213	8
	Government Grants	(288,334)	-	(24,497)		8
(6,136)	Other Grants, reimbursements and contributions	(6,085)	-	277	(5,808)	(5)
(3,166)	Fees and Charges	(3,024)	(39)	(46)	(3,109)	3
(2,157)	Other Customer and Client Receipts	(2,127)	_7	(161)	(2,288)	8
	Interest Receivable	(120)	-		(120)	-
, ,	Recharges to other services	(2,999)	-	(825)	(3,824)	28
	TOTAL INCOME	(302,689)	(39)	(25,252)	(327,980)	8
, ,	<u> </u>	1 1				
60,859	NET CONTROLLABLE COST	59,465	1,228	1,540	62,233	5
	Capital Charges	3,693	-	819	4,512	22
1,854	Deferred/Intangible Charges	1,855	-	708	2,563	38
	REFCUS	- 1	-	- '	-	n/a
(38,760)	Corporate support services bought in	(38,648)	-	(1,382)	(40,030)	4
(33,213)	TOTAL UNCONTROLLABLE COST	(33,100)	-	145	(32,955)	(0
				1.005	00.070	
27,646	NET COST OF SERVICE	26,365	1,228	1,685	29,278	11
(400)	Contributions to / (from) Earmarked Reserves	(120)	- 1	120		(100
	Contributions to / (from) Capital Reserves:	(120)	_ [120		n/a
	Financing of Capital Expenditure	1 _	_	_	_	n/a
1	Provision for Repayment of External Loans	_		_	_	n/a
	Contribution to / (from) General Balances	_	_	_	_	n/:
	TOTAL APPROPRIATIONS	(120)		120		
(400)	TOTAL AFFRORMATIONS	(120)		120		(100
27,246	TOTAL NET EXPENDITURE	26,245	1,228	1,805	29,278	12
, , , , , , , , , , , , , , , , , , ,		26,245	1,228	1,805	29,278	12
	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	26,245	1,228	1,805	29,278	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	26,245	1,228	1,805	29,278	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands	26,245	1,228	1,805	29,278	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	26,245	1,228	1,805	29,278	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands	26,245	1,228	1,805	29,278	£000's 4,242 (4,502
OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands Iget - agreed additional income / savings	26,245	1,228	1,805	29,278	£000's 4,242 (4,502
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE Iget - agreed pressures / service demands Iget - agreed additional income / savings	26,245	1,228	1,805	29,278	£000's 4,242 (4,502

SERVICE DESCRIPTION

The Finance Division consists of 4 service areas;

- Corporate Finance
- Departmental Finance
- Pensions and Treasury
- Governance

Corporate Finance and Departmental Finance

- 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;
- Analysis of government grants, in particular the Formula Grant;
- Provision of financial management support and advice to service departments
- Supporting budget holders including ensuring they receive appropriate budget training;

Pensions and Treasury

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

Governance

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

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Corporate Finance	324	9	(420)	(87)	(127)
Governance	(132)	31	126	25	(119)
Treasury & Pensions	(68)	13	400	345	(607)
Departmental Finance	(38)	18	(8)	(28)	
TOTAL NET SPEND	87	72	96	255	193

STALL ESTABLISHMENT HOMBERS	 		
	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Corporate Finance	24.5	15.6	(8.9)
Governance	17.2	17.2	-
Treasury & Pensions	22.8	22.8	-
Departmental Finance	73.8	70.8	(3.0)
TOTAL FTE STAFF	138.3	126.4	(11.9)

SUBJECTIV	E SUMMARY	1				
		RESTATED ORIGINAL		in Level of	ORIGINAL	
FORECAST 2011/12	DESCRIPTION	BUDGET 2011/12	Expenditu Inflation	re on (A) * Other	BUDGET 2012/13	% CHANGE
2011/12	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's		£0000's	£000's	£0003	8'0003	%
6,314	Employees Premises related expenditure	6,938	56	(608)	6,386	(8) n/a
	Supplies and Services	873	17	(86)	804	(8)
	Third Party Payments	690	16		706	n/a
	Transfer Payments Transport related expenditure	12		(12)	-	(100)
-	Recharges from other services				-	n/a
7,948	TOTAL EXPENDITURE	8,513	89	(706)	7,896	(7)
•	Government Grants	~			-	n/a
	Other Grants, reimbursements and contributions	(4 747)	(17)	/E 4\	(1 700)	n/a
	Fees and Charges Other Customer and Client Receipts	(1,717)	(17)	(54) (60)	(1,788) (121)	4 98
	Interest Receivable	(01)		(00)	(121)	n/a
(171)	Recharges to other services	(171)		73	(98)	(43
(1,978)	TOTAL INCOME	(1,949)	(17)	(41)	(2,007)	3
5,970	NET CONTROLLABLE COST	6,564	72	(747)	5,889	(10
-	Capital Charges	. [-	n/a
	Deferred/Intangible Charges	476		(473)	3	(99)
(0.000)	REFCUS	(0.000)		1.050	/E 007\	n/a
	Corporate support services bought in	(6,893)	F.	1,256 783	(5,637)	(18)
(0,330)	TOTAL UNCONTROLLABLE COST	(6,417)	-	783	(5,634)	(12
(387)	NET COST OF SERVICE	147	72	36	255	73
	Contributions to / (from) Earmarked Reserves	(60)	-	60	-	(100)
	Contributions to / (from) Capital Reserves:	-	-	-	- '	n/a
	Financing of Capital Expenditure Provision for Repayment of External Loans			-		n/a n/a
	Contribution to / (from) General Balances	-	-		-	n/a
(60)	TOTAL APPROPRIATIONS	(60)	-	60	-	(100
(447)	TOTAL NET EXPENDITURE	87	72	96	255	193
		<u> </u>				00001
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE		.			£000's
Strategic bud LPFA deficit p	get - agreed pressures / service demands provision				:	75
						75
Strategic bud	get - agreed additional income / savings					
	ng efficiencies					(200
	hared Services income - Pay protection (EBCR)					(10 (22
	gement restructure & PA support					(60
	Supplies and Services budget					(13
	User Allowance					(2
Car leasing						(26
					£ ²	(333
Other resource						(470
	nt in Intangible Assets Corporate Recharges					(473 1,256
	m moved from Finance to ICT					(427
Other minor a	adjustments					(2
					28	354
TOTAL OTHI	ER VARIATIONS IN RESOURCE					96

CORPORATE RESOURCES & CUSTOMER SERVICES CUSTOMER SERVICES AND COMMUNICATIONS

SERVICE DESCRIPTION

Divisional Overview of Services

The Customer Services and Communications Division provides front line access to services for the Council's customers through the multi-channel contact centre which includes the Council's customer call centre, Access Croydon services, mail and complaint resolution services. Services are being transformed with the Council's departments to enable services to be delivered at the first point of contact for the customer.

The division is also responsible for all the councils external communications service and the delivery of the councils webpage and e-comms agenda. The team ensure we effectievly inform and advise residents whilst building and protecting the councils standing and reputation locally and nationally.

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, utilising customer insight and technology to improve responses. this role includes the oversight of all council resident engagements and consultations.

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

As well as front facing services it delivers the 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 and channel shift 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;
- reduce complaints and drive service improvement from customer feedback;
- 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 (including 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:
- Deliver the new eligibility criteria for concessionary travel plan in line with government timescales with no reduction increase in spend in service.

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	s'0003	£000's	£000's	£000's	%
Resources and Customer Services	7,743	70	(2,242)	5,571	(28)
External Communications	722	8	(603)	127	(82)
Customer Support Services	488	15	(97)	406	(17)
Customer Contact Centre	(142)	37	1,536	1,431	(1,108)
Customer Strategy and Development	153	1	(134)	20	(87)
.11					
TOTAL NET SPEND	8,964	131	(1,540)	7,555	(16)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
<u> </u>	FTE STAFF	FTE STAFF	FTE STAFF
Resources and Customer Services	158.3	175.3	17.0
External Communications	19.0	18.3	(0.7)
Customer Support Services	48.3	53.0	4.7
Customer Contact Centre	175.0	148.5	(26.5)
Customer Strategy and Development	16.0	20.5	4.5
TOTAL FTE STAFF	416.6	415.6	(1.0)

RESTATED

Column	FORECAST		RESTATED ORIGINAL BUDGET	Variations i	re on (A)	ORIGINAL BUDGET	%
14,542 Employees		DESCRIPTION	(A)	(B)	(C)	(D)	CHANGE (E)
8 Premises related expenditure		Employees					
4,834 Supplies and Services 4,880 10 (23) 4,887 1,091 1,				- 114	(249)	, ,	(1
288,523 Transfer Payments 289,523 - 24,731 313,254 10 Transport related expenditure 13 - (2) 11 (199) 36 36 (199) 36 (4,534	Supplies and Services		1		, i	((
10 Transport related expenditure 13				8			(
194 Recharges from other services 85 . (49) 38 (2009), 82 TOTAL EXPENDITURE 308,875 132 24,388 333,195 (288,027) Government Grants (288,027) Government Grants (288,027) (224,497) (312,719) (288,027) (24,497) (312,719) (288,027) (298,027				-	,		(1
308,802 TOTAL EXPENDITURE							(5
Comparison				132			
(6,136) Other Grants, raimbursements and contributions (6,085) - 277 (8,080) (520) [Fose and Charges (
(520) Fees and Charges (359) (1) 28 (332) (1) (1328) Charges (1,328) Charc Customer and Client Receipts (1,352) - 331 (1,021) (1,1428) Recharges to other services (1,453) - (707) (2,180) - (1,428) Recharges to other services (1,453) - (707) (2,180) - (1,458) Charges Cha							(
(1,388) Other Customer and Client Receipts (1,382) - 331 (1,021) (1,182) Recharges to other services (1,485) - (707) (2,160) (1,185) Recharges to other services (1,485) - (707) (2,160) (1,185) Recharges to other services (1,485) - (707) (2,160) (1,185) Recharges to other services (1,485) - (707) (2,160) (1,185) Recharges (1,485) Recha	, , ,	-	, , ,	(1)		, , , , , ,	Ò
(1.452) Recharges to other services (1.453) - (707) (2.160) - (2.97,436) TOTAL INCOME (297,470) (1) (24,568) (322,039)	(1,326)	Other Customer and Client Receipts	(1,352)		331	(1,021)	(2
11,455 NET CONTROLLABLE COST	-		- 1	-	-		n.
11,455 NET CONTROLLABLE COST	(1,428)	Recharges to other services		-	(707)	(2,160)	4
10 Capital Charges 398 Defored/intangible Charges 398 (340) 58 (11	(297,436)	TOTAL INCOME	(297,470)	(1)	(24,568)	(322,039)	
398 Gerred/Intangible Charges 398 (340) 58 REFCUS (2,649) (1,010) (3,659) (2,242) TOTAL UNCONTROLLABLE COST (2,241) (1,360) (3,661) (2,242) (2,242) TOTAL UNCONTROLLABLE COST (2,241) (1,360) (3,661) (2,242	11,455	NET CONTROLLABLE COST	11,205	131	(180)	11,156	((
398 Gerred/Intangible Charges 398 (340) 58 REFCUS (2,649) (1,010) (3,659) (2,242) TOTAL UNCONTROLLABLE COST (2,241) (1,360) (3,661) (2,242) (2,242) TOTAL UNCONTROLLABLE COST (2,241) (1,360) (3,661) (2,242	10	Conital Charges	10		(10)	,	/10
(2,850) Corporate support services bought in (2,849) - (1,010) (3,659) (2,242) TOTAL UNCONTROLLABLE COST (2,241) - (1,360) (3,601) (3,	10 398	Deferred/Intangible Charges	1	-		58	(10
(2,241) TOTAL UNCONTROLLABLE COST (2,241) - (1,360) (3,601) (3,601) (3,601) (3,601) (3,601) (3,601) (3,601) (3,601) (3,601) (4,60) Contributions to / (from) Earmarked Reserves	-		555	-	(040)	-	
9,213 NET COST OF SERVICE (446) Contributions to / (from) Earmarked Reserves - Contributions to / (from) Earmarked Reserves - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution Stribution for Service demands - (from) General Balances - Contribution for Service demands - (from) General General Service demands - (from) General Genera	(2,650)	Corporate support services bought in	(2,649)	-	(1,010)	(3,659)	3
(448) Contributions to / (from) Earmanked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances Contribution to / (from) Gen	(2,242)	TOTAL UNCONTROLLABLE COST	(2,241)	-	(1,360)	(3,601)	6
(448) Contributions to / (from) Earmanked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances Contribution to / (from) Gen	0.213	NET COST OF SERVICE	8 964	121	(1.540)	7 555	/1
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Frovision for Repayment of External Loans Contribution to / (from) General Balances (448) TOTAL APPROPRIATIONS FOR TOTAL NET EXPENDITURE 8,767 TOTAL NET EXPENDITURE 8,964 131 (1,540) 7,555 (1) OTHER VARIATIONS IN LEVEL OF EXPENDITURE Expenditure of the Control of Contro	9,210	NET COST OF GENVIOL	0,304	101	(1,040)	7,000	,,
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances (446) TOTAL APPROPRIATIONS 8,767 TOTAL NET EXPENDITURE 8,964 131 (1,540) 7,555 (OTHER VARIATIONS IN LEVEL OF EXPENDITURE Itratecic budget - agreed pressures / service demands contact Centre - Voice recognition savings ourt Cost income pecific Grants (Housing and Council Tax Benefit Subsidy Admin Grant) 20 crowth - Communication Unification 21 crowth - Communication Unification 22 crowth - Communication Unification 23 crowth - Communication Unification 24 crowth - Communication Unification 25 crowth - Communication Unification 26 crowth - Grants of Council Tax Benefit Subsidy Admin Grant) 27 crowth - Communication Unification 28 crowth - Communication Unification 29 crowth - Communication Unification 29 crowth - Communication Unification 20 crowth - Communication Unification 20 crowth - Communication Unification 21 crowth - Communication Unification 22 crowth - Communication Unification 23 crowth - Communication Unification 24 crowth and Council Tax Benefit Subsidy Admin Grant) 25 crowth - Communication Unification 26 crowth and Council Tax Benefit Subsidy Admin Grant) 27 crowth - Communication Unification 28 crowth and Council Tax Benefit Subsidy Admin Grant) 29 crowth - Communication Unification 29 crowth of Council Tax Benefit Subsidy Admin Grant) 20 crowth Grant G				-	-	-	г
Provision for Repayment of External Loans Contribution to / (from) General Balances (448) TOTAL APPROPRIATIONS 8,767 TOTAL NET EXPENDITURE 8,964 131 (1,540) 7,555 (OTHER VARIATIONS IN LEVEL OF EXPENDITURE Extractic budget - agreed pressures / service demands ontact Centre - Voice recognition savings Out Cost Income pecific Grants (Housing and Council Tax Benefit Subsidy Admin Grant) Prowth - Communication Unification Parametre Wallace House 10	-			-	•		n
Contribution to / (from) General Balances			[- 1	r
8,767 TOTAL NET EXPENDITURE 8,964 131 (1,540) 7,555 (COTHER VARIATIONS IN LEVEL OF EXPENDITURE Expenditure of the control of t	_			-	•		n
trategic budget - agreed pressures / service demands ontact Centre - Voice recognition savings 22 court Cost Income 33 court Cost Income 34 court Cost Income 35 court Cost Income 36 court Cost Income 36 court Cost Income 37 court Cost Income 38 court Cost Income 39 court Cost Income 39 court Cost Income 39 court Cost Income 39 court Cost Income 39 court Cost Income 39 court Cost Income Infiliation 39 court Cost Income Infiliation 39 court Cost Income Infiliation 39 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Infiliation 30 court Cost Infiliation 30 court Infiliation 30 court Cost Infiliation 30 court Co	(446)	TOTAL APPROPRIATIONS	- 1			-	n
trategic budget - agreed pressures / service demands ontact Centre - Voice recognition savings 22 court Cost Income 33 court Cost Income 34 court Cost Income 35 court Cost Income 36 court Cost Income 36 court Cost Income 37 court Cost Income 38 court Cost Income 39 court Cost Income 39 court Cost Income 39 court Cost Income 39 court Cost Income 39 court Cost Income 39 court Cost Income Infiliation 39 court Cost Income Infiliation 39 court Cost Income Infiliation 39 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Income Infiliation 30 court Cost Infiliation 30 court Cost Infiliation 30 court Infiliation 30 court Cost Infiliation 30 court Co	8 767	TOTAL NET EXPENDITURE	8 964	131	(1.540)	7 555	(1
Itrategic budget - agreed pressures / service demands ontact Centre - Voice recognition savings ourt Cost income pecific Grants (Housing and Council Tax Benefit Subsidy Admin Grant) prowth - Communication Unification pannette Wallace House grategic budget - agreed additional income / savings inimise all cash activity across organisation utomated Revenue Process within Northgate and surveys and reduction of campaigns deliete Vacant post in Customer Services Subscription elete Vacant post in Customer Strategy team syers and Spans Review - Customer Services coses Strategy - Revenues and Benefits Service sost savings on Access Strategy Project evenues and Benefits Document Storage evenues and Benefits Document Storage evenue and Benefits Document Storage evenue and Benefits Document Storage evenue and Benefits Document Storage evenues and Supplies and Services budget coses Strategy - Contact Centre (Casternal Printing mployment based cost review deduction in Supplies and Services budget coses Strategy - Contact Centre (Casternal Printing mployment based cost review deduction in Supplies and Services budget coses Strategy - Contact Centre (Casternal Printing mployment based cost review deduction in Supplies and Services budget coses Strategy - Contact Centre (Casternal Printing mployment based cost review deduction in Supplies and Services budget coses Strategy - Contact Centre (Casternal Printing Microscopic - Casternal Micr			9,001		(/,- /-/	,	
ontact Centre - Voice recognition savings our Cost Income geoffic Grants (Housing and Council Tax Benefit Subsidy Admin Grant) rowth - Communication Unification gannette Wallace House trategic budget - agreed additional income / savings inimise all cash activity across organisation tubmated Revenue Process within Northgate did surveys and reduction of campaigns and Institute of Customer Services Subscription elete Vacant post in Customer Strategy team syers and Spans Review - Customer Services (gayers of the Contact Centre (gayers of the Contact Centre (gayers of External Printing (gayers of External Prin	OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
ourt Cost Income pecific Grants (Housing and Council Tax Benefit Subsidy Admin Grant) rowth - Communication Unification pannette Wallace House Irrategic budget - agreed additional income / savings inimise all cash activity across organisation utomated Revenue Process within Northgate nd surveys and reduction of campaigns nd Institute of Customer Services Subscription elete Vacant post in Customer Strategy team syers and Spans Review - Customer Strategy team syers and Spans Review - Customer Services coses Strategy - changes in the Contact Centre coses Strategy - Revenues and Benefits Service coses Strategy - Revenues and Benefits Service sevenues and Benefits Document Storage sylew of External Printing imployment based cost review deduction in Supplies and Services budget coses Strategy - Contact Centre are leasing/Allowances graces Strategy - Contact Centre are leasing/Allowances graces Stratutory Complaints staff (1,3) ther resource changes deget Virements at movement in Capital Charges and Intangible Assets an anges in Corporate recharges (1,1,1)							20
pecific Grants (Housing and Council Tax Benefit Subsidy Admin Grant) rowth - Communication Unification pannette Wallace House grategic budget - agreed additional income / savings inimise all cash activity across organisation utomated Revenue Process within Northgate do surveys and reduction of campaigns do Institute of Customer Services Subscription elete Vacant post in Customer Services scussorises coses Strategy - changes in the Contact Centre cosess Strategy - the Customer Services services strategy - the Customer Services cost savings on Access Strategy Project sevenues and Benefits Document Storage sevenues and Benefits Document Storage sevenues and Benefits Document Storage sevenues and Benefits occurrent Storage sevenues and Benefits Document Storage sevenues and Benefits Document Storage sevenues and Services budget (Casternal Printing mployment based cost review deuction in Supplies and Services budget coses Strategy - Contact Centre ar leasing/Allowances (Casternal Printing mployment based cost review deuction in Supplies and Services budget (Casternal Printing mployment based cost review deuction in Supplies and Services budget (Casternal Printing mployment based cost review deutction in Supplies and Services budget (Casternal Printing mployment based cost review deutction in Supplies and Services budget (Casternal Printing mployment based cost review deutction in Supplies and Services budget (Casternal Printing mployment based cost review deutction in Supplies and Services (Casternal Printing mployment based cost review deutction in Supplies and Services (Casternal Printing mployment based cost review deutction in Supplies and Services (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casternal Printing (Casterna							30
paramette Wallace House Irrategic budget - agreed additional income / savings			in Grant)				23
grategic budget - agreed additional income / savings inimise all cash activity across organisation utomated Revenue Process within Northgate nd surveys and reduction of campaigns nd Institute of Customer Services Subscription elete Vacant post in Customer Services Subscription elete Vacant post in Customer Services grees and Spans Review - Customer Services cosess Strategy - Cevenues and Benefits Service cosess Strategy - Revenues and Benefits Service ost savings on Access Strategy Project evenues and Benefits Document Storage evenues and Benefits Document Storage everiew of External Printing mployment based cost review eduction in Supplies and Services budget cosess Strategy - Contact Centre ar leasing/Allowances eacharge Statutory Complaints staff (1,3) ther resource changes at movement in Capital Charges and Intangible Assets at movement in Corporate recharges (1,1,1)	rowth - Con	nmunication Unification					20
inimise all cash activity across organisation utomated Revenue Process within Northgate nd surveys and reduction of campaigns nd Institute of Customer Services Subscription elete Vacant post in Customer Services Subscription elete Vacant post in Customer Services cosess Strategy - Customer Services cosess Strategy - Revenues and Benefits Service cost savings on Access Strategy Project evenues and Benefits Document Storage eview of External Printing mployment based cost review eduction in Supplies and Services budget coses Strategy - Contact Centre ar leasing/Allowances echarge Statutory Complaints staff (1,3) ther resource changes and corporate recharges (1,1) (1,1)	eannette Wa	allace House					3
inimise all cash activity across organisation utomated Revenue Process within Northgate nd surveys and reduction of campaigns nd Institute of Customer Services Subscription elete Vacant post in Customer Strategy team ayers and Spans Review - Customer Services cosess Strategy - changes in the Contact Centre cosess Strategy - Revenues and Benefits Service ost savings on Access Strategy Project evenues and Benefits Document Storage eview of External Printing mployment based cost review eduction in Supplies and Services budget coses Strategy - Contact Centre ar leasing/Allowances echarge Statutory Complaints staff (1,3) ther resource changes at movement in Capital Charges and Intangible Assets eat movement in Corporate recharges (1,1)						1	96
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SERVICE DESCRIPTION

Freedom Pass Scheme

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

There are a number of exceptions where free travel on trains is not available. Freedom Passes issued under the English National Concessionary Travel Scheme also allow free travel anywhere else in England on local buses between 9.30 am and 11 pm Monday to Friday, all day at weekends and on public holidays.

The scheme is administered by London Councils with costs being recharged to individual London boroughs based mainly on usage of the scheme. This scheme was extended from 1.4.08 to all parts of Britain, however passes can only be used in the resident nation.

London Taxicard Scheme

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

Blue Badge Scheme

The Blue Badge provides on-street parking concessions throughout the European Union to car users who have severely limited mobility, those who are regular drivers unable to use some or all types of parking meters because of a severe disability in both arms or those who qualify under other automatic criteria. The Government announced on 14 February 2011 a major programme of reforms to the Blue Badge scheme. The reforms will deliver the most comprehensive changes to the Blue Badge scheme for 40 years. New measures include the replacement of handwritten badges with standard electronic ones which are harder to alter and forge.

MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's		in Level of ure on (A) Other (C) £000's	ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
Freedom Pass Scheme Taxicard Scheme Blue Badge Scheme	12,794 140 (7)	320 3	145 20 (20)	13,259 163 (27)	4 16 286
TOTAL NET SPEND	12,927	323	145	13,395	4

STAFF ESTABLISHWENT NUMBERS	
	RESTATED
	ORIGINAL ORIGINAL CHANG
	BUDGET BUDGET IN
	2011/12 2012/13 FTE
	FTE STAFF FTE STAFF
Freedom Pass	
Taxicard Scheme	
Blue Badge Scheme	
TOTAL FTE STAFF	

SUBJECTIVE SUMMARY

SUBJECTI	VE SUMMARY					
FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's		in Level of ure on (A) * Other (C) £000's	ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
	Employees	-				n/a
	Premises related expenditure Supplies and Services Third Party Payments Transfer Payments	- 47 12,887	1 322	20 145	- 68 13,354	n/a 45 4 n/a
-	Transport related expenditure Recharges from other services	-				n/a n/a
12,768	TOTAL EXPENDITURE	12,934	323	165	13,422	4
	Government Grants				- · -	n/a
	Other Grants, reimbursements and contributions	-			- 1	n/a
(7)	Fees and Charges	(7)		(20)	(27)	286
	Other Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(7)	-	(7)	-	(20)	(27)	286
10.701	NIT 00 1 7 0 1 7 0 0 0 0 0 0 0 0 0 0 0 0 0	40.007	000	445	40.005	
12,761	NET CONTROLLABLE COST	12,927	323	145	13,395	4
	Capital Charges	-	-	_	-	n/a
N	Deferred/Intangible Charges	-	-	_	-	n/a
	REFCUS				-	n/a
-	Corporate support services bought in		-	-	-	n/a
	TOTAL UNCONTROLLABLE COST	-	_	-	•	n/a
12,761	NET COST OF SERVICE	12,927	323	145	13,395	4
166	Contributions to / (from) Earmarked Reserves	-			- 1	n/a
	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	-			_	n/a
-		-			-	n/a
	Provision for Repayment of External Loans Contribution to / (from) General Balances	-			_	n/a
166	TOTAL APPROPRIATIONS	-		-	-	n/a n/a
						IVa
12,927	TOTAL NET EXPENDITURE	12,927	323	145	13,395	4
* OTHER V	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>_</u>	· · · · · · · · · · · · · · · · · · ·					
	dget - agreed pressures / service demands					
Freedom Pa Reassess e	asses ligibility of Taxicards and disabled persons freedo	m pass				145 20
						165
	dget - agreed additional income / savings					(00)
Increase Fe	e - Blue Badge					(20)
						(20)
Other resou	rce changes					
						-
TOTAL OTA	HER VARIATIONS IN RESOURCE					145

CORPORATE RESOURCES & CUSTOMER SERVICES STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE

SERVICE DESCRIPTION

The Strategy, Commissioning, Procurement and Performance division is a single hub that brings together the collective resources that:

- Enable frontline services to develop strategy and strategic commissioning across the organisation;
- Procure Commissioning solutions;
- Develop Contract Management
- Manage the Observatory and Data Analysis
- Support performance management and performance outcomes
- Support the Risk Management and Insurance framework
- Provide Business continuity and emergency planning services. * support performance management and performance outcomes
- Support the risk management and insurance framework
- Provide Business continuity and emergency planning services.

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Commissioning and Procurement	(714)	8	57	(649)	(9)
Risk and Corporate Programme Management	179	5	(562)	(378)	(311)
Strategy and Performance	137	7	526	670	389
SCPP - Departmental			171	171	n/a
Business Development and departmental support	200	7	(226)	(19)	(110)
				-	
				-	
TOTAL NET SPEND	(198)	27	(34)	(205)	4

STAFF ESTABLISHMENT NOMBENS	RESTATED		
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	1N
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Commissioning and Procurement	13.2	22.0	8.8
Risk and Corporate Programme Management	12.0	13.0	1.0
Strategy and Performance	7.0	22.0	15.0
SCPP - Departmental		13.0	13.0
Business Development and departmental support	7.8	7.0	(0.8)
TOTAL FTE STAFF	40.0	77.0	37.0

CORPORATE RESOURCES & CUSTOMER SERVICES

STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE

Premises related expenditure (989) (185) (1,174) 1 1 1 1 1 1 1 1 1							
2011/12 DESCRIPTION	EODEOACI		ORIGINAL				0/.
S0000s S							
2000's 2000's 2000's 2000's 2000's 2000's 3.729 3.729 Employees 2.711 27 2.146 4.884 8 8 9	20.1712	para in the state of the state	1 -			(D)	-
Premises related expenditure (989) (185) (1,174) 1 1 1 1 1 1 1 1 1				£000's	£000's		
(969) Supplies and Services (969) (185) (1,174) 1 12 Third Party Payments 12 12 Transfer Payments 12 12 Transfer Payments 12 13 Transfer Payments 12 14 Transfer Payments 12 15 Transfer Payments 15 16 Transport related expenditure 2 5 7 7 25 19 Recharges from other services 18 2 2 0 1 2,797 TOTAL EXPENDITURE 1,754 27 1,968 3,749 111 - Government Grants	3,729	1	2,711	27	2,146	4,884	80
12 Third Party Payments	(969		(989)		(185)	(1,174)	19
7 Transport related expenditure 2 5 7 25 19 Recharges from other services 18 2 20 1 2,797 TOTAL EXPENDITURE 1,754 27 1,968 3,749 11 - Government Grants -		Third Party Payments	1 ' '1		(750)		•
19 Recharges from other services 18 2 20 1			-		_		n/a
2,797 TOTAL EXPENDITURE			1				250 11
- Government Grants - Other Grants, reimbursements and contributions - Other Grants, reimbursements and contributions - Other Grants, reimbursements and contributions - Other Customer and Client Receipts 1 (373) (372) (37,30)				27			114
Other Grants, reimbursements and contributions Contributions Contributions Contributions Contributions Contributions Contributions Contributions Contribution Contribu			 		1,000		n/a
(20) Fees and Charges (69) (69) (77) Cher Customer and Client Receipts (120) (_	n/a
(80) Interest Receivable . (120) (180) (180) n Recharges to other services . (180) (180) n Recharges to other services . (180) (180) n Recharges to other services . (180) (180) n Recharges to other services . (180) (180) n Recharges . (180) (180) (180) (180) n Recharges . (180)	(20)		(69)			(69)	-
Recharges to other services . (180) (180)	1	Other Customer and Client Receipts			(373)	(372)	(37,300)
1,89 TOTAL INCOME (188)	(80)		(120)			, ,	-
2,898 NET CONTROLLABLE COST 1,566 27 1,415 3,008 9 - Capital Charges - Deferred/Intangible Charges REFCUS (1,876) Corporate support services bought in (1,704) (1,509) (3,213) 8 (1,876) TOTAL UNCONTROLLABLE COST (1,704) - (1,509) (3,213) 8 822 NET COST OF SERVICE (139) 27 (94) (205) 4 (60) Contributions to / (from) Earmarked Reserves (60) 60 - (10 Contributions to / (from) Capital Reserves: - 60 - 0 Financing of Capital Expenditure Provision for Repayment of External Loans - 0 Contribution to / (from) General Balances - 0 (60) TOTAL APPROPRIATIONS (60) - 60 - (10 762 TOTAL NET EXPENDITURE (198) 27 (34) (205) **OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands Senior Management restructure & Passincture & Passi	-					, ,	n/a
- Capital Charges	(99)	TOTAL INCOME	(188)	-	(553)	(741)	294
Deferred/Intangible Charges -	2,698	NET CONTROLLABLE COST	1,566	27	1,415	3,008	92
Deferred/Intangible Charges -			1				
REFCUS	-		-			-	n/a n/a
(1,876) Corporate support services bought in (1,704) (1,509) (3,213) 8 (1,876) TOTAL UNCONTROLLABLE COST (1,704) - (1,509) (3,213) 8 (2,	-		1 1				n/a
822 NET COST OF SERVICE	(1,876)		(1,704)		(1,509)	(3,213)	89
(60) Contributions to / (from) Earmarked Reserves (60) 60 - (10 Contributions to / (from) Capital Reserves:	(1,876)	TOTAL UNCONTROLLABLE COST	(1,704)	-	(1,509)	(3,213)	89
(60) Contributions to / (from) Earmarked Reserves (60) 60 - (10 Contributions to / (from) Capital Reserves:			1				
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances (60) TOTAL APPROPRIATIONS (60) TOTAL NET EXPENDITURE **OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands Senior Management restructure & PA Support SCPP restructure **ScPP restructure Strategic budget - agreed additional income / savings SCPP restructure **ScPP restructure Reduction in Supplies and Services budget Insurance Fund Charges in Corporate Recharges (1,50) **Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges **Contributions of Capital Expenditure	822	NET COST OF SERVICE	(138)	27	(94)	(205)	49
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances (60) TOTAL APPROPRIATIONS (60) - 60 - (10) 762 TOTAL NET EXPENDITURE (198) 27 (34) (205) *OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands Senior Management restructure & PA Support SCPP restructure 78 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (100 Strategic budget - agreed additional income / savings SCPP restructure (110 Strategic budget - agreed additional income / savings SCPP restructure (110 Strategic budget - agreed additional income / savings SCPP restructure (110 STRATE SCPP restructure (110 STRATE SCPP restructure (110 STRATE SCPP restructure (110 STRATE SCPP restruc	(60)	Contributions to / (from) Earmarked Reserves	(60)		60	-	(100)
Provision for Repayment of External Loans Contribution to / (from) General Balances (60) TOTAL APPROPRIATIONS (60) TOTAL NET EXPENDITURE (198) 27 (34) (205) *OTHER VARIATIONS IN LEVEL OF EXPENDITURE \$\frac{\text{E000's}}{\text{Strategic budget} - agreed pressures / service demands}} Senior Management restructure & PA Support SCPP restructure \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SCPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SCPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SCPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SCPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SCPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SCPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SQPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SQPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SQPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SQPP restructure}} \$\frac{\text{Strategic budget} - agreed additional income / savings}{\text{SQPP restructure}} \$\frac{\text{SQPP restructure}}{\text{SQPP restructure}} \$\tex			i - i			-	n/a
Contribution to / (from) General Balances			- [n/a
(60) TOTAL APPROPRIATIONS (60) - 60 - (10 762 TOTAL NET EXPENDITURE (198) 27 (34) (205) * OTHER VARIATIONS IN LEVEL OF EXPENDITURE £000's Strategic budget - agreed pressures / service demands 11 Senior Management restructure & PA Support 11 SCPP restructure 90 Strategic budget - agreed additional income / savings (10 SCPP restructure (10 Reduction in Supplies and Services budget (3 Insurance Fund (40 Other resource changes (53 Other resource changes 8 Procurement Task Force & Reward Payment 8 Changes in Corporate Recharges (1,50] []				n/a n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands Senior Management restructure & PA Support SCPP restructure 78 90 Strategic budget - agreed additional income / savings SCPP restructure (10 Reduction in Supplies and Services budget Insurance Fund (40 Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50)	(60)		(60)	-	60	-	(100)
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands Senior Management restructure & PA Support SCPP restructure 78 90 Strategic budget - agreed additional income / savings SCPP restructure (10 Reduction in Supplies and Services budget Insurance Fund (40 Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50)	760	TOTAL NET EVOCADITUDE	(108)	07	(04)	(205)	4
Strategic budget - agreed pressures / service demands Senior Management restructure & PA Support SCPP restructure 78 Strategic budget - agreed additional income / savings SCPP restructure (10 Reduction in Supplies and Services budget (3 Insurance Fund (40 Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50	702	TOTAL NET EXPENDITURE	(196)		(34)	(205)	
Senior Management restructure & PA Support SCPP restructure Strategic budget - agreed additional income / savings SCPP restructure Reduction in Supplies and Services budget Insurance Fund (40 Cher resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50)	OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Senior Management restructure & PA Support SCPP restructure Strategic budget - agreed additional income / savings SCPP restructure Reduction in Supplies and Services budget Insurance Fund (40 Cher resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50)	Strategic bud	dget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings SCPP restructure Reduction in Supplies and Services budget Insurance Fund (40 Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50)	Senior Mana	gement restructure & PA Support					112
Strategic budget - agreed additional income / savings SCPP restructure Reduction in Supplies and Services budget (3) Insurance Fund (40) Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50)	SCPP restru	cture					788
Strategic budget - agreed additional income / savings SCPP restructure Reduction in Supplies and Services budget (3) Insurance Fund (40) Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50)							
SCPP restructure Reduction in Supplies and Services budget (3 Insurance Fund (40 Cher resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50							900
Reduction in Supplies and Services budget (3) Insurance Fund (40) Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50)							// 00
Insurance Fund (40 (53 Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50							(100 (32
Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (53)							(400
Other resource changes Procurement Task Force & Reward Payment Changes in Corporate Recharges (1,50							
Procurement Task Force & Reward Payment 8 Changes in Corporate Recharges (1,50	Other resour	ce changes					(532
Changes in Corporate Recharges (1,50							80
Additional staffing budget due to restructure 1,02							(1,509
	Additional st	affing budget due to restructure					1,027
(40)							(402
(170							\.32
TOTAL OTHER VARIATIONS IN RESOURCE (3							

CORPORATE RESOURCES & CUSTOMER SERVICES

SERVICE DESCRIPTION

Corporate Services provides a range of essential support services for the Council, which are key to transforming how the Council undertakes its business and delivers public services to its residents. In essence, Corporate Services supports the Council to deliver services, better, faster and cheaper. This includes a fundamental shift in how we operate as council in terms of technology and accommodation to maximise efficiency. Corporate Services also provides support services which are essential to the day to day running of the Council.

Corporate Services deliver the following services:

ICT

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

Facilities Management

- Managing the outsourced facilities management contract with Interserve, including the performance management of daily
 operations within the Civic Office accommodation
- * Managing the Council's Corporate Accommodation and providing client input into the new Council Civic Hub as part of URV

Transformation

* Working closely with the departments and partners to identify opportunities for making efficiencies and improvements in service delivery. Responsible for the support and co-ordination of the departmental and organisational transformation plans. This is undertaken through business case development to identify potential solutions through service redesign and creative use of technology

Business Support

A new service consolidating our administrative and business support functions across the Council in order to improve both efficiency and quality.

MOVEMENT IN NET EXPENDITURE

	RESTATED				
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	ire on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Transformation and Programme Management	864	3	693	1,560	81
Information Communication Technology	2,738	445	1,006	4,189	53
Facilities Management	863	227	1,439	2,529	193
Business Support	-	-	-	-	n/a
				-	
				-	
		0.5%			l
TOTAL NET SPEND	4,465	675	3,138	8,278	85

STATE ESTABLISHMENT NOMBERS	 	·	
	RESTATED	1	
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	 FTE STAFF	FTE STAFF	FTE STAFF
Transformation and Programme Management	4.0	1.0	(3.0)
Information Communication Technology	65.0	60.0	(5.0)
Facilities Management	29.0	14.0	(15.0)
Business Support	0.0	-	-
			-
			-
TOTAL FTE STAFF	98.0	75.0	(23.0)

CORPORATE RESOURCES & CUSTOMER SERVICES

FORECAST BUDGET Expenditure on (A)		
	RIGINAL	
	BUDGET	% CHANGE
	2012/13 (D)	(E)
	(D) a'0003	(L) %
4,503 Employees 4,584 39 (453)	4,170	(9
8,148 Premises related expenditure 7,585 183 (137)	7,631	``
2,152 Supplies and Services 2,189 20 758	2,967	36
16,000 Third Party Payments 15,776 454 782	17,012	8
- Transfer Payments	-	n/
167 Transport related expenditure 19 - 4	23	21
148 Recharges from other services 125 - 24	149	19
31,119 TOTAL EXPENDITURE 30,278 696 977	31,952	6
(113) Government Grants (113)	(113)	
- Other Grants, reimbursements and contributions		n/
(872) Fees and Charges (872) (21) -	(893)	2
(772) Other Customer and Client Receipts (715) - (59)	(774)	8
- Interest Receivable	-	n/
(1,386) Recharges to other services (1,375) - (11)	(1,386)	1
(3,144) TOTAL INCOME (3,075) (21) (70)	(3,166)	
	(0,100)	
07.075 NET CONTROL ADI F COST	00.705	
27,975 NET CONTROLLABLE COST 27,203 675 907	28,785	
0.000 (0-34) 01-4-0	4 540	
3,683 Capital Charges 3,683 - 829	4,512	23
981 Deferred/Intangible Charges 981 - 1,521 REFCUS	2,502	155
	(27 521)	n/
	(27,521)	
(22,739) TOTAL UNCONTROLLABLE COST (22,738) - 2,231	(20,507)	(10
5,237 NET COST OF SERVICE 4,465 675 3,138	8,278	88
- Contributions to / (from) Earmarked Reserves	-	n/
- Contributions to / (from) Capital Reserves:	-	n/
- Financing of Capital Expenditure	-	n/
- Provision for Repayment of External Loans	-	n/
- Contribution to / (from) General Balances	-	n/
- TOTAL APPROPRIATIONS	_	
TOTALATTIONALION		n/
5,237 TOTAL NET EXPENDITURE 4,465 675 3,138	8,278	88
5,237 TOTAL NET EXPENDITURE 4,403 6/5 5,136	0,276	00
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	ı	
		£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
		£000's
Strategic budget - agreed pressures / service demands		
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing		4 51
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme		4 51 46
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs		4 51 46 24
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract		4 51 46 24 25
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract		4: 51: 46: 24: 25: 40:
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract		4; 51; 466; 24; 25; 40; 11
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Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract		4 51 46 24; 25 40 1, 20
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings		4 51 46 24 25 40 1 20 2,13
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions		4 51 46 24 25 40 1 20 2,13
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract		4 51 46 24 25 40 1 20 2,13
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions		4 51 46 24 25 40 1 20 2,13 (92 (35 (12
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR		4 51 46 24 25 40 1 20 2,13 (92 (35 (12 (1)
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR Senior Magement restructure & PA support		4 51 46 24 25 40 1 20 2,13 (92 (35 (12 (12
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR Senior Magement restructure & PA support ICT productivity savings		4 51 46 24 25 40 1 20 2,13 (92 (35 (12 (4
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR Senior Magement restructure & PA support ICT productivity savings Service Transforformation impact savings - reductions in PC's		4 51 46 24 25 40 1 20 2,13 (92 (35 (12 (12 (4 (12
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Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR Senior Magement restructure & PA support ICT productivity savings Service Transforformation impact savings - reductions in PC's AMP house Short term asset disposal strategy Introduction of organisational managed print service		44 51 46 24 25 40 1 20 2,13 (92 (35 (12 (1) (12 (42 (13 (25 (6)
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Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR Senior Magement restructure & PA support ICT productivity savings Service Transforformation impact savings - reductions in PC's AMP house Short term asset disposal strategy Introduction of organisational managed print service Reduction in Supplies & Services budget Essential Car User Allowance Car Leasing SCPP restructure Other resource changes Virements		4 51 46 24 25 40 1 20 2,13 (92 (35 (12 (11 (22 (4 (12 (13 (25 (6 (6 (6 (1 (1) (92 (1) (1) (1) (1) (1) (1) (1) (1) (1) (1)
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Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR Senior Magement restructure & PA support ICT productivity savings Service Transforformation impact savings - reductions in PC's AMP house Short term asset disposal strategy Introduction of organisational managed print service Reduction in Supplies & Services budget Essential Car User Allowance Car Leasing SCPP restructure Other resource changes Virements Changes in Capital Asset Charges Changes in Deferred Charges		4 511 466 244 255 40 1. 200 2,133 (12: (14: (12: (4: (12: (4: (13: (25: (6) (6) (6) (10: (2,23: (2,23: (12: (13: (2,23: (14: (14: (15: (15: (16: (16: (16: (16: (16: (16: (16: (16
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR Senior Magement restructure & PA support ICT productivity savings Service Transforformation impact savings - reductions in PC's AMP house Short term asset disposal strategy Introduction of organisational managed print service Reduction in Supplies & Services budget Essential Car User Allowance Car Leasing SCPP restructure Other resource changes Virements Changes in Capital Asset Charges		44 511 46i 244; 255; 40i 11; 200 2,133 (92; (356; (12; (44; (12; (43; (13; (25; (6i) (6i) (7) (9); (11,1) (9); (11,1) (9); (11,1) (9); (11,1) (9); (11,1) (9); (11,1) (11,
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Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR Senior Magement restructure & PA support ICT productivity savings Service Transforformation impact savings - reductions in PC's AMP house Short term asset disposal strategy Introduction of organisational managed print service Reduction in Supplies & Services budget Essential Car User Allowance Car Leasing SCPP restructure Other resource changes Virements Changes in Capital Asset Charges Changes in Deferred Charges		47; 511 468 244 250 400 18 200 2,138 (927; (350; (124) (12; (44) (128; (133; (255; (66) (66) (7; (18) (93) (2,238) 1,010 828; 1,522 (118)
Strategic budget - agreed pressures / service demands Cost savings on Access Strategy Project ICT - Microsoft Enterprise Licensing ICT revenue costs as a result of ICT Capital Programme Jeanette Wallace House - running costs Procurement - FM contract Procurement - ICT contract Support Costs for Northgate Contract Investment in Asset Team Strategic budget - agreed additional income / savings Facilities Management Contract Extensions CAP Gemini savings on contract CAP Gemini contract extensions Pay protection EBCR Senior Magement restructure & PA support ICT productivity savings Service Transforformation impact savings - reductions in PC's AMP house Short term asset disposal strategy Introduction of organisational managed print service Reduction in Supplies & Services budget Essential Car User Allowance Car Leasing SCPP restructure Other resource changes Virements Changes in Capital Asset Charges Changes in Deferred Charges		£000's 47 511 466 242 250 400 18 200 2,136 (927 (350 (120 (120 (120 (120 (130 (250 (66) (60 (60) (100 (2,230 (1,010 (2,230 (1,010 (3,24) (1,52) (1,5

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SERVICE SUMMARY	HRS2
SUBJECTIVE SUMMARY	HRS3
SERVICE REVENUE BUDGETS Repairs and Maintenance Supervision and Management - General Expenses Supervision and Management - Special Expenses Capital Financing Income Notional H.B.A and Government Grant	HR1 HR2 HR3 HR4 HR5 HR6

KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

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

Promote independent living for vulnerable people
 Improve housing conditions to ensure a decent home for all and meet the Decent Homes Standard for council housing
 Promote better and fair access to housing services
 Develop sustainable communities and support neighbourhood renewal

KEY VOLUME INDICATORS

	ACTUAL	ORIGINAL
DESCRIPTION	2010/11	2011/12
Total Housing stock (properties) April 1 including	14,058	14,024
Sheltered and Special Sheltered Housing	1	
Sheltered Housing for the Elderly (flats)	1,062	1,062
Special Sheltered Housing (flats)	241	242
Homes meeting the government's decent home standard		
Average sick days per FTE		

FORECAST	BUDGET	%
2011/12	2012/13	CHANGE
14,095	14,093	(0)
		n/a
1,062	1,062	-
242	242	-
		n/a

(2,000)

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2010/11	2011/12	2011/12	2012/13	CHANGE
	£000	£000	£000	£000	
Employees	12,896	13,094	13,318	13,596	2
Capital Charges	15,361	17,810	17,580	34,086	94
Deferred/Intangible Charges	-	0	1-1	0	n/a
Premises related expenditure	20,894	21,772	20,875	22,388	7
Supplies and Services	2,330	2,948	2,060	6,466	214
Third Party Payments	16,226	16,237	16,423	484	(97)
Transfer Payments	148	123	172	116	(33)
Transport related expenditure	345	283	286	270	(6)
Corporate support services bought in	4,313	4,313	4,312	4,929	14
Recharges (to) / from other services	(379)	1,086	1,563	1,702	9
TOTAL EXPENDITURE	72,134	77,666	76,589	84,037	10
Government Grants	(70)	-	(42)	-	(100)
Other Grants, reimbursements and contributions	9	-	-	-	n/a
Fees and Charges	(7,344)	(10,904)	(9,317)	(9,939)	7
Other Customer and Client Receipts	(66,354)	(66,754)	(69,222)	(74,090)	7
Interest Receivable	(31)	(8)	(8)	(8)	
TOTAL INCOME	(73,790)	(77,666)	(78,589)	(84,037)	7
NET EXPENDITURE	(1,656)	-	(2,000)	•	

(1,656)

TOP FINANCIAL RISKS 2012/13

Contributions to / (from) Reserves

- Increased demand for responsive repairs (est. £150k)
- 2) Increased cost of Programmed Works (est. £250k)

TOTAL VARIANCE FROM BUDGET- Over/(Under)

3) Increased rent arrears due to current economic situation (£250k)

SERVICE SUMMARY

HOUSING REVENUE ACCOUNT

CABINET MEMBER

Doputy Londor Councillor Dudley Mond	Cabinet Member for Housing, Finance and Asset
Deputy Leader Councillor Dudley Mead	Management

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hannah Miller	Executive Director of Adult Services Health and Housing	65490
Peter Brown	Director of Housing Needs and Strategy	65474
Dave Sutherland	Managing Director Croydon Landlord Services	65675

MOVEMENT IN SERVICE NET EXPENDITURE

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ire on (A)	BUDGET	%
2011/12	SERVICE	2011/12	Inflation	Other	2012/13	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
13,317	Repairs and Maintenance	13,191	8	163	13,362	1
14,698	Supervision and Management-General	15,529	96	5,931	21,556	39
7,411	Supervision and Management-Special	8,344	(54)	(728)	7,562	(9)
17,580	Capital Financing	17,810	-	16,276	34,086	91
(71,293)	Income	(71,046)	(1,821)	(3,699)	(76,566)	8
16,287	Notional H.R.A and Government Grant	16,172	-	(16,172)	-	(100)
(2,000)	TOTAL NET SPEND	-	(1,771)	1,771	-	n/a

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

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAF	FTE STAFF	FTE STAFF
Repairs & Maintenance	14.	27.6	13.6
Supervision and Management - General Expenses	249.	3 229.1	(20.2)
Supervision and Management - Special Expenses	88.	0.88	-
	_		
TOTAL FTE STAFF	351.	3 344.7	(6.6)

SUBJECTIVE	SUMMARY	T ===== T			05:00:141	
		ORIGINAL	Variations i		ORIGINAL	0/
FORECAST		BUDGET	Expenditu		BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	* Other	2012/13	CHANGE
00001		(A)	(B) £000's	(C) £000's	(D) £000's	(E)
£000's		£000's	131	371	13,596	<u>%</u>
	Employees Premises related expenditure	13,094 21,772	34	582	22,388	3
	Supplies and Services	2,948	4	3,514	6,466	119
	Third Party Payments	16,237	*	(15,753)	484	(97)
	Transfer Payments	10,237]	(7)	116	(6)
	Transport related expenditure	283	_	(13)	270	(5)
	Recharges from other services	4,297	_	(226)	4,071	(5)
	TOTAL EXPENDITURE		169	(11,532)	47,391	(19)
,		58,754	169	(11,532)	47,391	
(42)	Government Grants	- 1	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(9,317)	Fees and Charges	(10,904)	(272)	1,237	(9,939)	(9)
(69,222)	Other Customer and Client Receipts	(66,754)	(1,668)	(5,668)	(74,090)	11
(8)	Interest Receivable	(8)	-	-	(8)	-
(2,601)	Recharges to other services	(3,211)	-	842	(2,369)	(26)
(81,190)	TOTAL INCOME	(80,877)	(1,940)	(3,589)	(86,406)	7
(23,892)	NET CONTROLLABLE COST	(22,123)	(1,771)	(15,121)	(39,015)	75
17 590	Capital Charges	17,810		16,276	34,086	91
17,500	Deferred/Intangible Charges	17,5.0	_	10,2,0	04,000	-
4.312	Corporate support services bought in	4,313	_	616	4,929	14
10.0	TOTAL UNCONTROLLABLE COST	22,123	-	16,892	39,015	76
2						
(2,000)	NET COST OF SERVICE	-	(1,771)	1,771	-	n/a
	Contributions to / (from) Formaded Boson (co	T				n/a
- 1	Contributions to / (from) Earmarked Reserves	-	-	-	i <u> </u>	n/a
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	1 1	_ [-	_	n/a
-	Provision for Repayment of External Loans			_		n/a
	Contribution to / (from) General Balances]		_	_	n/a
	TOTAL APPROPRIATIONS	_				
-	TOTAL APPROPRIATIONS					n/a
(2,000)	TOTAL NET EXPENDITURE		(1,771)	1,771	-	n/a
OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE					£000's
=						
	get - agreed pressures / service demands					-
Strategic budg	get - agreed additional income / savings					-
Other resourc	e changes					1,771

REPAIRS AND MAINTENANCE

HOUSING REVENUE ACCOUNT

SERVICE DESCRIPTION

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

The total planned expenditure on revenue and capital repairs within the H.R.A. is £41.233m.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Responsive Repairs	12,316	8	163	12,487	1
Cyclical Works	875	-	-	875	-
TOTAL NET SPEND	13,191	8	163	13,362	1

	OF	RIGINAL	ORIGINAL	CHANGE
	B	BUDGET	BUDGET	IN
	2	2011/12	2012/13	FTE
	FT	E STAFF	FTE STAFF	FTE STAFF
Responsive Repairs		14.0	27.6	13.6
Cyclical Works	0	-	-	-
	75		8	
TOTAL FTE STAFF		14.0	27.6	13.6

REPAIRS AND MAINTENANCE

HOUSING REVENUE ACCOUNT

SUBJECTIVE SUMMARY

2011/12	DESCRIPTION	ORIGINAL BUDGET 2011/12 (A)	Variations Expenditu Inflation (B)	re on (A) * Other (C)	ORIGINAL BUDGET 2012/13 (D)	% CHANGE (E)
£000's		£0003	£0003	£0003	£0003	%
	Employees	782	8	317	1,107 12,167	42 2
	Premises related expenditure Supplies and Services	11,951 383	-	216 (319)	12,167	(83)
	Third Party Payments	363		(519)	57	n/a
	Transfer Payments		-		_	n/a
	Transport related expenditure	-	-	24	24	n/a
	Recharges from other services	760		(216)	544	(28)
	TOTAL EXPENDITURE	13,876	8	22	13,906	0
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	•	- 1	n/a
	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	- [-	-	n/a
(760)	Recharges to other services	(760)	_	216	(544)	(28)
(760)	TOTAL INCOME	(760)	to .	216	(544)	(28)
		1			40.000	
13,162	NET CONTROLLABLE COST	13,116	8	238	13,362	2
-	Capital Charges	- 1	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	Corporate support services bought in	75	-	(75)	0	(99)
155	TOTAL UNCONTROLLABLE COST	75	-	(75)	0	(99)
19						
13,317	NET COST OF SERVICE	13,191	8	163	13,362	1
-	Contributions to / (from) Earmarked Reserves	- 1	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	_				n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-		-	n/a
		1 - 1	-	-	-	n/a
-	TOTAL APPROPRIATIONS					
	TOTAL NET EXPENDITURE	13,191	8	163	13,362	1
13,317	TOTAL NET EXPENDITURE	13,191	8	163	13,362	
13,317		13,191	8	163	13,362	£000's
13,317 * OTHER VAI	TOTAL NET EXPENDITURE	13,191	8	163	13,362	
13,317 * OTHER VAI	TOTAL NET EXPENDITURE	13,191	8	163	13,362	
13,317 * OTHER VAI	TOTAL NET EXPENDITURE	13,191	8	163	13,362	
13,317 * OTHER VAI	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	13,191	8	163	13,362	
13,317 * OTHER VAI	TOTAL NET EXPENDITURE	13,191	8	163	13,362	
13,317 * OTHER VAI	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	13,191	8	163	13,362	
13,317 * OTHER VAI	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	13,191	8	163	13,362	
13,317 * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	13,191	8	163	13,362	
13,317 * OTHER VAI Strategic bude Strategic bude	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings		8	163	13,362	£000's
13,317 * OTHER VAI Strategic bude Strategic bude Other resourc	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management		8	163	13,362	£000's
13,317 * OTHER VAI Strategic budg Strategic budg Other resourc Transfer of co	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management Supervision and Management General - void team		8	163	13,362	£000's
13,317 * OTHER VAI Strategic budg Strategic budg Other resourc Transfer of co	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management		8	163	13,362	£000's
13,317 * OTHER VAI Strategic budg Strategic budg Other resourc Transfer of co	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management Supervision and Management General - void team		8	163	13,362	£000's
13,317 * OTHER VAI Strategic budg Strategic budg Other resourc Transfer of co	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management Supervision and Management General - void team		8	163	13,362	£000's
13,317 * OTHER VAI Strategic budg Strategic budg Other resourc Transfer of co	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management Supervision and Management General - void team		8	163	13,362	£000's
13,317 OTHER VAI Strategic budg Strategic budg Other resourc Transfer of co	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management Supervision and Management General - void team		8	163	13,362	£000's
13,317 OTHER VAI Strategic budg Strategic budg Other resourc Transfer of co	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management Supervision and Management General - void team		8	163	13,362	£000's
13,317 * OTHER VAI Strategic budg Strategic budg Other resourc Transfer of co	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management Supervision and Management General - void team		8	163	13,362	
13,317 * OTHER VAI Strategic bude Strategic bude Other resourc Transfer of co Transfer from Variation in er	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes rporate recharges to Supervision and Management Supervision and Management General - void team		8	163	13,362	£000's - (75) 189 49

SUPERVISION AND MANAGEMENT - GENERAL EXPENSES

SERVICE DESCRIPTION

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

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

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

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET		in Level of are on (A)	ORIGINAL BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Supervision and management - General expenses	15,529	96	5,931	21,556	39
TOTAL MET CREND	15 500	06	E 001	21 556	39
TOTAL NET SPEND	15,529	96	5,931	21,556	39

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2011/12	2012/13	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Supervision and management - General expenses	249.3	229.1	(20.2)
**		=	
TOTAL ETE CTAEF	240.2	200.4	(20.0)
TOTAL FTE STAFF	249.3	229.1	(20.2)

SUPERVISION AND MANAGEMENT - GENERAL EXPENSES

SUBJECTIVE	SUMMARY					
FORESTE		ORIGINAL	Variations		ORIGINAL	0,
FORECAST 2011/12	DESCRIPTION	BUDGET 2011/12	Expenditu Inflation	re on (A) * Other	BUDGET 2012/13	% CHANGE
2011/12	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£0000's	%
	Employees	9,595	96	(148)	9,543	(1)
	Premises related expenditure Supplies and Services	948	- [(207)	741	(22) 196
	Third Party Payments	1,953 15		3,836 419	5,789 434	2,793
+	Transfer Payments	-	-	•	-	n/a
	Transport related expenditure	169	-	(37)	132	(22)
	Recharges from other services	1,427	-	290	1,717	20
-	TOTAL EXPENDITURE	14,107	96	4,153	18,356	30
(42)	Government Grants	-	-	- :	-	n/a
-	Other Grants, reimbursements and contributions	- 1	-	-	-	n/a
(22)	Fees and Charges Other Customer and Client Receipts	(20)	-	-	(28)	n/a
(32)	Interest Receivable	(28)	_ [_	(28)	n/a
(1.716)	Recharges to other services	(2,326)	_	626	(1,700)	(27)
	TOTAL INCOME	(2,354)	_	626	(1,728)	
(1,100)	TO THE MODILE	(2,004)		020	(.,, =0)	(27)
11,002	NET CONTROLLABLE COST	11,753	96	4,779	16,628	41
11,002	INC. CONTROLLABLE COOT	11,755	30	4,770	10,020	
-	Capital Charges	-	- 1	-	- 1	n/a
-	Deferred/Intangible Charges	-	-	<u>-</u>	-	n/a
	Corporate support services bought in	3,776		1,152	4,928	31
3,696	TOTAL UNCONTROLLABLE COST	3,776	•	1,152	4,928	31
14,698	NET COST OF SERVICE	15,529	96	5,931	21,556	39
_	Contributions to / (from) Earmarked Reserves	-	-	-	•	n/a
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure		[]	-	[]	n/a n/a
_	Provision for Repayment of External Loans	5	- }	-	- }	n/a
-	Contribution to / (from) General Balances	- 1		•		n/a
-	TOTAL APPROPRIATIONS	- 1	-	•	-	n/a
14,698	TOTAL NET EXPENDITURE	15,529	96	5,931	21,556	39
OTHER WAR	CIATIONO IN LEUT. OF EVERNOTURE					00001-
OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budo	get - agreed pressures / service demands					
					1	
					[-
Strategic budo	get - agreed additional income / savings					
		.18				
Othor room	o changes					-
Other resource	e changes of corporate recharges					536
	or corporate recharges rporate recharges					616
ncrease in Inv	vestment Fund					3,704
	al costs/Costs associated with increased housing supp	ly				250
	pairs and Maintenance - void team of Tenancy Audit Team					(189 205
	om Landlord Services restructure					(250
	n - reduction in recharge to capital					200
All Ages Initiat	ive Kar					75
	PFI - unitary charge	anna ta cantal				74
rianned maint Other minor a	tenance and stock investment costs - reduction in rech diustments	large to capital				640 70
						,,,
						5,931
OTAL OTHE	R VARIATIONS IN RESOURCE					5,931

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

- £7.26

Grounds Maintenance

- £1.88

	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	8'0003	%
Utility charges	1,512	-	-	1,512	-
Horticultural Services	685	17	(4)	698	2
Sheltered Housing services	1,116	-	-	1,116	-
Neighbourhood Services	5,031	(71)	(724)	4,236	(16)
TOTAL NET SPEND	8,344	(54)	(728)	7,562	(9)

STAFF ESTABLISHIVILLIAL MONIDERS	 			
		ORIGINAL	ORIGINAL	CHANGE
	91	BUDGET	BUDGET	IN
		2011/12	2012/13	FTE
<i>7</i> .		FTE STAFF	FTE STAFF	FTE STAFF
Neighbourhood Services	 123.332	88.0	88.0	-
	(4)			
TOTAL FTE STAFF		88.0	88.0	-

TOTAL OTHER VARIATIONS IN RESOURCE

SUPERVISION AND MANAGEMENT -SPECIAL EXPENSES

(728)

(728)

SUBJECTIVE SUMMARY ORIGINAL Variations in Level of ORIGINAL **FORECAST** BUDGET Expenditure on (A) BUDGET CHANGE DESCRIPTION 2011/12 2011/12 Inflation Other 2012/13 (B) £000's (A) (C) (D) (E) £000's a'0003 £000's £0000's 2,742 Employees 2,717 27 202 2,946 8 Premises related expenditure 34 7,820 6 6,465 7,407 379 Supplies and Services Ö 352 351 351 4 (3)Third Party Payments 50 50 50 Transfer Payments 115 Transport related expenditure 114 114 2,457 Recharges from other services 2,111 (300)1,811 (14)12,184 TOTAL EXPENDITURE 12,754 65 278 13,097 3 Government Grants n/a Other Grants, reimbursements and contributions n/a (5,121) Fees and Charges (119)(545)(5,423)(4,759)14 (4) Other Customer and Client Receipts (3)(3) Interest Receivable n/a (109) Recharges to other services (109) (109)(5,234) TOTAL INCOME (119)(545) (5,535)(4,871)14 6,950 NET CONTROLLABLE COST (54) (267)(4) 7,883 7,562 Capital Charges n/a Deferred/Intangible Charges n/a Corporate support services bought in 461 (461)(100)461 TOTAL UNCONTROLLABLE COST 461 _ (461) -(100) 7,411 NET COST OF SERVICE 8,344 (54) (728)7,562 (9) Contributions to / (from) Earmarked Reserves n/a Contributions to / (from) Capital Reserves: n/a Financing of Capital Expenditure n/a Provision for Repayment of External Loans n/a Contribution to / (from) General Balances n/a TOTAL APPROPRIATIONS n/a 7,411 TOTAL NET EXPENDITURE 7,562 (9) 8,344 (54) (728)* OTHER VARIATIONS IN LEVEL OF EXPENDITURE £000's Strategic budget - agreed pressures / service demands . Strategic budget - agreed additional income / savings Other resource changes Transfer of corporate recharges to Supervision and Management - General (461) Youth services - variation in recharges (300)Increased cost of utilities 435 Increased in tenant income (424)Increase in commission (121)Self-financing enhanced supervision 143

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. Self financing will be introduced on 1st April 2012 as a result of the Localism Act 2011. The previous system of subsidy payments has been replaced with an allocation of the national housing debt, known as the self financing valuation. Croydon's share of this debt was £224.9m and the interest payments on this debt are shown in the table below.

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

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET				%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	s'0003	%
Major Repairs Allowance	12,042		3,993	16,035	33
Interest Charges	4,490	-	6,907	11,397	154
Debt Management Expenses	89	-	-	89	-
Premium	410	-	(10)	400	(2)
Discount	(21)	- ,	-	(21)	-
Financing of Capitał Expenditure	800		5,386	6,186	673
					u 13
TOTAL NET SPEND	17,810	_	16,276	34,086	91

STAFF ESTABLISHMENT NUMBERS

ORIGINAL BUDGET 2011/12 72012/13 FTE FTE STAFF

SUBJECTIVI	E SUMMARY	ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST	•	BUDGET	Expenditu	re on (A)	BUDGET	%
2011/12	DESCRIPTION	2011/12	Inflation	* Other	2012/13	CHANGE
18		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£0000's	e'0002	%
	Employees		-	-		n/a
_	Premises related expenditure		_	_	_	n/a
_	Supplies and Services	· ·	-	_		n/a
_					-	n/a
•	Third Party Payments	- 1	-	-	•	l I
-	Transfer Payments	-	-	-		n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
	TOTAL EXPENDITURE		_	_	_	n/a
		ļ				
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-		-	n/a
_	Interest Receivable	1	_	_	_	n/a
_		1 1	-		_	
•	Recharges to other services	-			-	n/a
-	TOTAL INCOME] -]	-	-	-	n/a
		1 1				170
		, 				1
-	NET CONTROLLABLE COST	1 - 1	-	-	-	n/a
					•	
17 500	Capital Charges	17,810		16,276	34,086	91
17,560	Capital Charges	17,010		10,270	34,000	n/a
-	Deferred/Intangible Charges	18 - 1	-	-		
-	Corporate support services bought in	-			-	n/a
17.580	TOTAL UNCONTROLLABLE COST	17,810	-	16,276	34,086	91
		1 1			<u> </u>	
17 580	NET COST OF SERVICE	17,810	_	16,276	34,086	91
17,000	THE TOOM OF BEHAVIOR	17,010		.0,2.0	5 1,555	*
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	1 - 1	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	_	-	n/a
_	Contribution to / (from) General Balances				_	n/a
		1				
	TOTAL APPROPRIATIONS	- 1	-	-	-	n/a
47.500	TOTAL MET EVDENDITUDE	17.010	_	16 076	24.096	91
17,580	TOTAL NET EXPENDITURE	17,810		16,276	34,086	91
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
0111211 171						-
Strategic hud	get - agreed pressures / service demands					
Olialegic bud	det - agreed pressures / service demands					
						1
						-
O1 1 1 -	location and additional location of an impact					
Strategic bud	get - agreed additional income / savings					
						_
Other resource	re channes					
						3,993
Self-financing	- increased Major Repairs Allowance					6,908
Self-financing						
Self-financing Self-financing	g - increased Major Repairs Allowance g - interest on debt					5,386
Self-financing Self-financing Increase in re	g - increased Major Repairs Allowance g - interest on debt evenue funding of capital expenditure					5,386
Self-financing Self-financing Increase in re	g - increased Major Repairs Allowance g - interest on debt					5,386
Self-financing Self-financing Increase in re	g - increased Major Repairs Allowance g - interest on debt evenue funding of capital expenditure					5,386
Self-financing Self-financing Increase in re	g - increased Major Repairs Allowance g - interest on debt evenue funding of capital expenditure					5,386
Self-financing Self-financing Increase in re	g - increased Major Repairs Allowance g - interest on debt evenue funding of capital expenditure					5,386
Self-financing Self-financing Increase in re	g - increased Major Repairs Allowance g - interest on debt evenue funding of capital expenditure					5,386
Self-financing Self-financing Increase in re	g - increased Major Repairs Allowance g - interest on debt evenue funding of capital expenditure					5,386
Self-financing Self-financing Increase in re	g - increased Major Repairs Allowance g - interest on debt evenue funding of capital expenditure					5,386 (11)
Self-financing Self-financing Increase in re	g - increased Major Repairs Allowance g - interest on debt evenue funding of capital expenditure					5,386 (11)
Self-financing Self-financing Increase in re Variation in de	g - increased Major Repairs Allowance g - interest on debt evenue funding of capital expenditure			8		5,386 (11)

SERVICE DESCRIPTION

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

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

Average Dwelling Rent (50 weeks)	Average Service Charge (Caretaking and Grounds Maintenance)	Mortgage Interest Rates
2009-10 £87.70	£2.99	01.04.09 4.81%
2010-11 £88.51	£2.99	01.04.10 4.81%
2011-12 £92.22	£8.61	01.04.11 4.81%
2012-13 £99.59	£9.14	

MOVEMENT IN NET EXPENDITURE

	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	ire on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Dwellings Rents and Service Charges	(67,661)	(1,706)	(3,845)	(73,212)	8
Doubtful Debt Provision	250	-	-	250	-
Garages	(1,336)	(46)	(8)	(1,390)	4
Heating and insurance	(536)	(18)	(1)	(555)	4
Interest	(8)	-	-	(8)	-
Service Charges - Leaseholders	(1,479)	(44)	(56)	(1,579)	7
Other Income	(276)	(7)	211	(72)	(74)
Contributions to / (from) Earmarked Reserves					n/a
	1				
TOTAL NET SPEND	(71,046)	(1,821)	(3,699)	(76,566)	8

STAFF ESTABLISHMENT NUMBERS ORIGINAL ORIGINAL CHANGE BUDGET BUDGET IN 2011/12 2012/13 FTE FTE STAFF FTE STAFF FTE STAFF TOTAL FTE STAFF

(3,699)

HOUSING REVENUE ACCOUNT

TOTAL OTHER VARIATIONS IN RESOURCE

SUBJECTIVE SUMMARY ORIGINAL Variations in Level of ORIGINAL Expenditure on (A) BUDGET **FORECAST** BUDGET CHANGE DESCRIPTION 2012/13 2011/12 2011/12 Inflation Other (C) (D) (A) (E) £0000's £0000's £0000's £0000's £000's n/a **Employees** 1,690 Premises related expenditure 1,466 194 1,660 13 256 Supplies and Services 261 261 Third Party Payments n/a 168 Transfer Payments 119 (7) 112 (6)Transport related expenditure n/a Recharges from other services n/a 2,114 TOTAL EXPENDITURE 1,846 187 2,033 10 Government Grants n/a _ Other Grants, reimbursements and contributions n/a (4,197) Fees and Charges (4,516)(6,145)(153)1,782 (27)(69,186) Other Customer and Client Receipts (1,668)(5,668)(74,059)(66,723)11 (8) Interest Receivable (8)(8) (16) Recharges to other services (16)(16)(73,407) TOTAL INCOME (78,599) (72,892)(1,821)(3,886)8 (71,293) NET CONTROLLABLE COST 8 (71.046)(1.821)(3.699)(76,566)Capital Charges n/a Deferred/Intangible Charges n/a Corporate support services bought in n/a TOTAL UNCONTROLLABLE COST _ n/a (71,293) NET COST OF SERVICE (71,046)(1,821) (3,699)(76,566)8 Contributions to / (from) Earmarked Reserves n/a Contributions to / (from) Capital Reserves: n/a Financing of Capital Expenditure n/a Provision for Repayment of External Loans n/a Contribution to / (from) General Balances n/a TOTAL APPROPRIATIONS n/a (71,293) TOTAL NET EXPENDITURE (1,821)(3.699)(76,566) 8 (71,046)* OTHER VARIATIONS IN LEVEL OF EXPENDITURE £000's Strategic budget - agreed pressures / service demands Strategic budget - agreed additional income / savings Other resource changes Increase in Leaseholder Insurance 50 Variation in tenants void costs 115 Variation in garage void costs 22 Additional income from dwelling rents (3.827)Additional income from tenants service charges (122)Additional income from garage rents (30)Other minor adjustments 93 (Rent and service charges increased in line with Government's Social Rent Restructuring Policy) (3,699)

NOTIONAL H.R.A AND GOVERNMENT GRANT

SERVICE DESCRIPTION

Housing Revenue Account Government Grant was introduced on 1st April 1990 andt was based upon a Notional Housing Revenue Account. The Localism Act 2011 included the replacement of the national HRA subsidy system with a system of self financing from 1st April 2012. The previous payments (£16.172m in 2011/12) have been replaced with an allocation of the national housing debt, known as the self financing valuation.

Notional account for the calculation of the payment to the Government in 2011/12 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	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	ire on (A)	BUDGET	%
	2011/12	Inflation	Other	2012/13	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	s'0002	%
Notional Management and Maintenance Allowances	(29,891)	-	29,891		(100)
Major Repairs Allowance	(12,042)	-	12,042	2)	(100)
Capital asset charges	(5,193)	-	5,193		(100)
Admissible Allowance	- 1	-	-		n/a
Notional Guideline Rent	63,290	-	(63,290)		(100)
Interest on Rent to buy mortgages	8	-	(8)		(100)
Rental Constraint Allowance					n/a
TOTAL NET SPEND	16,172	-	(16,172)		(100)

	• •		ORIGINAL	ORIGINAL	CHANGE
			BUDGET	BUDGET	IN
			2011/12	2012/13	FTE
			FTE STAFF	FTE STAFF	FTE STAFF
			99		
		*1			
TOTAL FTE STAFF			_	_	-

NOTIONAL H.R.A AND GOVERNMENT GRANT

FORECAST	SUMMARY	ORIGINAL BUDGET		ire on (A)	ORIGINAL BUDGET	%
2011/12	DESCRIPTION	2011/12 (A)	Inflation (B) £000's	* Other (C)	2012/13 (D)	CHANGE (E)
£000's	Employees	£000's	LUUUS	£000's	s'0003	% n/:
	Premises related expenditure	-	-		-	n/
	Supplies and Services	-	- [- 1	-	n/a
	Third Party Payments	16,172	-	(16,172)	-	(100
	Transfer Payments Transport related expenditure	-	-	-	-	n/a n/a
	Recharges from other services			-		n/a
	TOTAL EXPENDITURE	16,172		(16,172)	_	(100
	Government Grants	1 1 1		- (12,112,		n/a
	Other Grants, reimbursements and contributions		-	- 1	- 1	n/a
	Fees and Charges		-	-	-	n/a
	Other Customer and Client Receipts		-	-	-	n/a
	Interest Receivable		-	-	-	n/a
-	Recharges to other services		-	-	-	n/a
-	TOTAL INCOME	-	-	- '	•	n/a
10.00		1		440 4		
16,287	NET CONTROLLABLE COST	16,172	-	(16,172)	•	(100
- 1	Capital Charges		-	-	-	n/a
-	Deferred/Intangible Charges		-	-]	· -	n/a
	Corporate support services bought in		-	-	-	n/a
	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
				415.4		
16,287	NET COST OF SERVICE	16,172	-	(16,172)	-	(100)
-	Contributions to / (from) Earmarked Reserves		-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	1	-	-	-	n/a
-	Financing of Capital Expenditure		-	-	-	n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances		-	-		n/a n/a
	TOTAL APPROPRIATIONS			_		
	TOTAL ALTIONAL					n/a
16,287	TOTAL NET EXPENDITURE	16,172	-	(16,172)	_	(100
OT!!ED !/4/	NATIONS IN LEVEL OF EXPENDITURE	,				00001-
UI HEH VAN	RIATIONS IN LEVEL OF EXPENDITURE					£000's
trategic bude	get - agreed pressures / service demands					
trategic bude	get - agreed pressures / service demands					
Strategic budg	get - agreed pressures / service demands					_
						-
	get - agreed pressures / service demands get - agreed additional income / savings					-
						_
						-
trategic bud <u>c</u>	get - agreed additional income / savings					-
trategic budg	get - agreed additional income / savings	ion of self-financ	zina			- (16.172
trategic budg	get - agreed additional income / savings	tion of self-financ	sing			(16,172
trategic budg	get - agreed additional income / savings	ion of self-financ	sing			(16,172
trategic budg	get - agreed additional income / savings	ion of self-financ	sing			(16,172
trategic budg	get - agreed additional income / savings	ion of self-financ	sing			(16,172
trategic budg	get - agreed additional income / savings	ion of self-financ	sing			(16,17
trategic budg	get - agreed additional income / savings	ion of self-financ	cing			(16,17
trategic budg	get - agreed additional income / savings	ion of self-financ	zing			
rategic budg	get - agreed additional income / savings	tion of self-financ	cing			
ther resource	get - agreed additional income / savings	ion of self-financ	aing			(16,172

Capital Programme Resourcing 2012/13 to 2016/17

Description			
Improving our Assets			
Transforming our Place			
Transforming our Services			
RESOURCE REQUIREMENT (Including HRA)			
General Fund			
Borrowing			
Greater London Authority (GLA)			
Communities and Local Government (CLG)			
Department of Health (DoH) Department for Education (DfE)			
Transport For London (TfL)			
Partnership for Schools (PfS)			
(10)			
HRA			
HRA Receipts			
Major Repairs Allowance			
New Homes Bonus HRA Unsupported Borrowing			
S106			
HRA - Reserves			
HRA - Revenue Contribution			
TOTAL ESTIMATED RESOURCES			
TOTAL ESTIMATED RESOURCES			

2012/13 £'000s	2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total
106,484	86,991	70,048	50,951	37,021	351,495
21.625	19,900	19,551	22,156	23,250	106,482
10,133	14,560	4,650	3,650	3,650	36,643
138,242	121,451	94,249	76,757	63,921	494,620
54.086	50,000	50,000	40,000	40,000	234,086
7,000	7,500	0	0	0	14,500
3,700	900	900	900	900	7,300
726	0	o	o	0	726
21,295	16,692	16,692	o	o	54,679
5,725	5,662	3,786	3,786	0	18,959
17,839	4,140	0	_ 0	0	21,979
110,371	84,894	71,378	44,686	40,900	352,229
1,200	1,200	1,200	1,200	1,200	6,000
16,035	16,035	16,035	16,035	16,035	80,175
150	o	0	o	0	150
3,500	6,000	6,000	6,000	6,000	27,500
100	o	0	0	0	100
700	700	700	700	700	3,500
6,186	6,186	6,186	6,186	6,186	30,930
27,871	30,121	30,121	30,121	30,121	148,355
138,242	115,015	101,499	74,807	71,021	500,584
0	6,436	(7,250)	1,950	(7,100)	(5,964)

Capital Programme 2012/13 TO 2016/17

These pages show details of the proposed capital programme for 2012/13 and draft programme for 2016/17

	Improving our Assets			
Funding Source	Description			
EXT - PfS / LBC	Academies Programme			
LBC	Secondary Schools Programme			
EXT - DfE / LBC	Primary School Capital programme			
LBC	Special Education Needs Programme			
LBC	Education Disability Access Programme			
LBC	Education Maintenance Programme			
EXT - CLG / LBC	Disabled Facilities Grants			
LBC	Corporate Property Maintenance Programme			
LBC	Strand House			
LBC	Regeneration (Acquisitions) Fund			
LBC	New Addington Regeneration - Pool			
HRA	Housing Investment Programme			

		800
012/13 2'000s	2013/14 £'000s	201 £'0
16,668	9,661	199
6,700	19,000	12
31,646	6,323	
14,400	13,900	
500	1,000	
2,000	2,000	2
1,900	1,900	550
2,399	3,086	
2,400	0	
o	0	
О	0	1
27,871	30,121	36
106,484	86,991	70

2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total £'000s
9,661	500	0	0	26,829
19,000	12,300	5,000	0	43,000
6,323	727	0	0	38,696
13,900	5,300	0	0	33,600
1,000	500	0	0	2,000
2,000	2,000	2,000	2,000	10,000
1,900	1,850	1,800	1,800	9,250
3,086	2,250	2,530	2,100	12,365
0	0	0	0	2,400
0	6,000	1,000	1,000	8,000
0	8,500	8,500	0	17,000
30,121	30,121	30,121	30,121	148,355
86,991	70,048	50,951	37,021	351,495

	Transforming our Place
Funding Source	Description
LBC	Highways Maintenance Programme
LBC	Soakaways Maintenance and Replacement - Highways Drainage
EXT - TFL	LIP - Road Safety, Highways, Public Realm Improvements
EXT - GLA / EXT - TFL / LBC	Connected Croydon Public Realm Programme
EXT - TFL / LBC	Bridge Strengthening Programme
LBC	Fairfield Halls Refurbishment
LBC	Waddon Regeneration Project

2	012/13
£	1000s
Γ	7,000
ı	350
	3,575
1	8,200
ı	500
L	0
L	2,000
	21,625

	PER SE	100		
2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total £'000s
7,000	8,000	8,000	7,500	37,500
350	350	350	350	1,750
2,712	3,336	3,336	0	12,959
8,598	6,635	0	0	23,433
490	480	470	400	2,340
750	750	10,000	15,000	26,500
0	0	0	0	2,000
19,900	19,551	22,156	23,250	106,482

	TRANSFORMING OUR SERVICES		
Funding Source	Description		
LBC	New Burial Land		
EXT - DoH	DASHH Operational and ICT Projects		
LBC	Feasibility Fund		
LBC	Transformational ICT Programme		
LBC	New Addington Hub		
LBC	New Salt Barn		
LBC	Transforming our Space		
LBC	Waste Services - Replacement Bins		

2012/13 £'000s	
0	
724	
500	
3,000	
1,000	
0	
4,759	
150	
10,133	

2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total £'000s
1,200	0	0	0	1,200
0	0		0	724
500	500	500	500	2,500
3,000	3,000	3,000	3,000	15,000
0	0	0	0	1,000
0	1,000	0	0	1,000
9,710	0	0	0	14,469
150	150	150	150	75
14,560	4,650	3,650	3,650	36,64

138,242 121,451 94,249 76,757 63,921 494,620

	LOAN TO DEVCO		
Funding Source	Description		
LBC	Loan to Devco		
Repayment of Loan to Devco	Repayment of Loan		

	HORSE
	2012/13
	£'000s
Γ	30,700
l	-30,700
	0

2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total £'000s
4,400		0	0	35,100
-4,400	0	0	0	-35,100
0	0	0	0	0

