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## **CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

**Meeting to be held on Wednesday 21 January 2015**

**9 DRAFT CARE SERVICES PORTFOLIO HOLDER BUDGET 2015/16 -  
APPENDICES (Pages 3 - 12)**

The appendices for this report, which were omitted in error from the published agenda, are now attached.

***Copies of the documents referred to above can be obtained from  
<http://cds.bromley.gov.uk/>***

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Line	Division	Saving Option	15/16 £'000	16/17 £'000	Full Year Saving £'000
	<b>ALL DEPARTMENTS</b>				
1	Essential Car Users		151	151	151
	<b>SUB-TOTAL</b>		<b>151</b>	<b>151</b>	<b>151</b>
	<b>EDUCATION, CARE &amp; HEALTH SERVICES DEPARTMENT</b>				
	<b><u>Children's Social Care</u></b>				
2	Care and Resources	Personal Education Allowances	30	30	30
3	Care and Resources	Reorganisation of the service	50	50	50
4	Safeguarding and Care Planning	Support to hard to reach groups	33	33	33
5	Referral and Assessment	Contract efficiencies already achieved	125	125	125
6	Children's Disability Services	Changes to playgroup funding	66	66	66
7	Bromley Youth Support Programme	Service redesign	50	50	50
8	Safeguarding and Quality Assurance	Contract efficiencies already achieved	38	38	38
9	Safeguarding and Quality Assurance	Reorganisation of the service	27	27	27
	<b>SUB-TOTAL</b>		<b>419</b>	<b>419</b>	<b>419</b>
	<b><u>Adult Social Care</u></b>				
10	Assessment and Care Management	Deletion of vacant posts	81	81	81
11	Assessment and Care Management	Contract efficiencies already achieved	181	181	181
12	Assessment and Care Management	Care management efficiencies already achieved	130	130	130
13	Assessment and Care Management	Management of demand at first point of contact	250	250	250
14	Assessment and Care Management	Charging Policy update	200	200	200
15	Direct Services	Carelink	25	25	25
16	Direct Services	Reduce extra care housing capacity	150	150	150
17	Learning Disabilities Day and Short breaks Service	Staffing restructure - vacant posts	70	70	70
18	Learning Disabilities Day and Short breaks Service	Reduce leisure activity funding	52	52	52

Line	Division	Saving Option	15/16 £'000	16/17 £'000	Full Year Saving £'000
19	Learning Disabilities Day and Short breaks Service	Running expense reduction	26	26	26
20	Learning Disabilities Care Management	Restructure to achieve integration	100	100	100
	<b>SUB-TOTAL</b>		<b>1,265</b>	<b>1,265</b>	<b>1,265</b>

Line	Division	Saving Option	15/16 £'000	16/17 £'000	Full Year Saving £'000
<b><u>Commissioning Division</u></b>					
21	Supporting People	Review service levels at retender for all contracts	213	213	213
22	Commissioning	Contract efficiencies	202	202	202
<b>SUB-TOTAL</b>			<b>415</b>	<b>415</b>	<b>415</b>
<b><u>Strategic &amp; Business Support</u></b>					
23	Performance & Information	Service reconfiguration	31	31	31
24	Performance & Information	Running cost reduction	48	48	48
25	Performance & Information	Income generation	45	45	45
<b>SUB-TOTAL</b>			<b>124</b>	<b>124</b>	<b>124</b>
<b><u>Housing Division</u></b>					
26	Housing Needs	Contract reductions	51	51	51
<b>SUB-TOTAL</b>			<b>51</b>	<b>51</b>	<b>51</b>
<b>TOTAL</b>			<b>2,425</b>	<b>2,425</b>	<b>2,425</b>

Care ServicesDRAFT REVENUE BUDGET 2015/16 - SUMMARY

2013/14 Actual	Service Area	2014/15 Budget	Increased costs	Other Changes	2015/16 Draft Budget
£		£	£	£	£
	<b>Adult Social Care</b>				
17,599	AIDS-HIV Grant	0	0	0	0
30,925,229	Assessment and Care Management	25,474,720	450,030	Cr 1,709,570	24,215,180
3,897,196	Direct Services	3,268,590	850	Cr 213,110	3,056,330
1,694,119	Learning Disabilities Day and Short breaks Service	2,100,550	2,400	Cr 102,980	1,999,970
2,868,317	Learning Disabilities Care Management	2,052,430	45,970	245,590	2,343,990
0	Learning Disabilities Housing & Support	1,561,820	Cr 1,720	Cr 480	1,559,620
39,402,459		34,458,110	497,530	Cr 1,780,550	33,175,090
	<b>Childrens Social Care</b>				
763,362	Bromley Youth Support Programme	816,420	2,390	Cr 50,000	768,810
14,413,966	Care and Resources	17,238,240	285,890	Cr 132,450	17,391,680
4,025,718	Children's Disability Services	2,432,400	32,530	Cr 86,920	2,378,010
3,614,988	Referral and Assessment	3,413,300	20,870	Cr 93,710	3,340,460
3,372,917	Safeguarding and Care Planning	3,499,360	19,940	Cr 167,490	3,351,810
1,543,457	Safeguarding and Quality Assurance	1,402,040	18,310	Cr 88,280	1,332,070
27,734,408		28,801,760	379,930	Cr 848,850	28,562,840
	<b>Commissioning</b>				
3,310,720	Commissioning	3,104,670	20,580	89,310	3,214,560
0	Drugs and Alcohol	0	0	0	0
0	Information & Early Intervention	1,277,710	24,470	Cr 164,700	1,137,480
22,326,584	Learning Disabilities Services	24,311,420	510,210	Cr 320,560	24,501,070
4,776,879	Mental Health Services	5,643,730	127,410	704,460	6,475,600
2	PCT Funding (Social Care & Health)	0	0	0	0
2,843,367	Supporting People	2,060,520	33,930	Cr 358,750	1,735,700
33,257,552		36,398,050	716,600	Cr 50,240	37,064,410
	<b>Environmental Services - Housing</b>				
178,873	Housing Improvement	148,490	Cr 3,030	Cr 4,300	141,160
178,873		148,490	Cr 3,030	Cr 4,300	141,160
	<b>Operational Housing</b>				
Cr 897	Enabling Activities	Cr 1,200	0	0	Cr 1,200
Cr 777,580	Housing Benefits	Cr 1,662,380	Cr 33,240	80,900	Cr 1,614,720
4,570,605	Housing Needs	4,576,710	72,790	601,840	5,251,340
3,792,129		2,913,130	39,550	682,740	3,635,420
	<b>Strategic and Business Support Service</b>				
331,303	Learning and Development	394,060	6,600	Cr 53,900	346,760
1,944,545	Strategic and Business Support Service	2,198,140	8,750	Cr 65,460	2,141,430
2,275,848		2,592,200	15,350	Cr 119,360	2,488,190
12,228,008	Public Health	12,229,150	Cr 12,680	12,680	12,229,150
Cr 12,600,800	Public Health - Grant Income	Cr 12,600,800	0	0	Cr 12,600,800
Cr 372,792		Cr 371,650	Cr 12,680	12,680	Cr 371,650
106,268,478		104,940,090	1,633,250	Cr 2,107,880	104,695,460
2,073,802	TOTAL NON CONTROLLABLE	1,483,000	720	Cr 1,693,440	Cr 209,720
9,882,839	TOTAL EXCLUDED RECHARGES	11,246,750	0	476,140	11,722,890
118,225,119	PORTFOLIO TOTAL	117,669,840	1,633,970	Cr 3,325,180	116,208,630

**CARE SERVICES PORTFOLIO**  
**SUMMARY OF BUDGET VARIATIONS 2015/16**

Ref	VARIATION IN 2015/16		ORIGINAL BUDGET 2014/15
	£'000	£'000	£'000
<b>1 2014/15 BUDGET</b>		117,670	
<b>2 Increased Costs</b>		1,634	
<b>Full Year Effect of allocation of Central Contingency</b>			
<b>3</b> Increase in annual insurance premiums		4	
<b>4</b> Bed & Breakfast (from provision for homelessness)		<u>653</u>	
			657
<b>Movement Between Portfolios / Departments / Divisions</b>			
<b>5</b> EFA funding adjustment - transfer to Education	Cr	28	
<b>6</b> Fallout of 2014/15 s256 Invest to Save Schemes: - Children's Social Care Invest to Contain Year 3 (offset by variation in recharge)		24	
<b>7</b> Reduced amount of former EFA funding for clients with Learning Disabilities: - Reduced expenditure	Cr	162	1,561
- Variation in recharge to Education		<u>162</u>	1,561
	Cr		4
<b>Real Changes</b>			
<i>Real Changes Funded by Savings</i>			
<b>8</b> Invest to Contain Scheme Year 3 - CSC Placements	Cr	142	24
<i>Savings identified for 2015/16 as part of the 2014/15 Budget process</i>			
<b>9</b> Invest to save - day care opportunities (06/02/13)	Cr	58	1,241
<i>New Savings Identified for 2015/16 (subject to approval)</i>			
<b>10</b> Deletion of vacant posts in Adult Social Care	Cr	81	5,105
<b>11</b> Contract efficiencies already achieved	Cr	181	181
<b>12</b> Care management efficiencies already achieved	Cr	130	528
<b>13</b> Management of demand at first point of contact	Cr	250	5,105
<b>14</b> Charging Policy update	Cr	200	3,841
<b>15</b> Carelink	Cr	25	92
<b>16</b> Reduce extra care housing capacity	Cr	150	1,315
<b>17</b> LD Short Breaks staffing restructure - vacant posts	Cr	70	649
<b>18</b> LD Day Services running expense reduction	Cr	26	1,451
<b>19</b> LD Restructure to achieve integration	Cr	100	923
<b>20</b> Commissioning - Contract efficiencies	Cr	254	2,505
<b>21</b> Supporting People - review service levels at retender for all contracts	Cr	213	2,061
<b>22</b> Operational Housing Contract Reductions	Cr	51	51
<b>23</b> Reduce the provision of Personal Education Allowances	Cr	30	51
<b>24</b> Care & Resources - Reorganisation of the service	Cr	50	233
<b>25</b> Safeguarding & Care Planning - Support to hard to reach groups	Cr	33	33
<b>26</b> Referral and Assessment - Contract efficiencies already achieved	Cr	125	614
<b>27</b> Children's Disability Services - Changes to playgroup funding	Cr	66	66
<b>28</b> Bromley Youth Support Programme - Service redesign	Cr	50	943
<b>29</b> Safeguarding & Care Planning - Contract efficiencies already achieved	Cr	38	38
<b>30</b> Safeguarding & Quality Assurance - Reorganisation of the service	Cr	27	909
<b>31</b> Performance & Information - service reconfiguration	Cr	31	426
<b>32</b> Performance & Information - running cost reduction	Cr	48	426
<b>33</b> Performance & Information - income generation	Cr	45	426
<b>34</b> Essential Car users	Cr	<u>151</u>	317
	Cr		2,425

**CARE SERVICES PORTFOLIO**  
**SUMMARY OF BUDGET VARIATIONS 2015/16**

<b>Ref</b>	<b>VARIATION IN 2015/16</b>	<b>ORIGINAL BUDGET 2014/15</b>
<i>Other Real Changes:</i>		
<b>35</b> Reduction in Housing Benefit Admin Subsidy	186	
<b>36</b> Net Real reduction in Admin Subsidy 2015/16	Cr 105	
<b>37</b> Social Housing Fraud Grant - Expenditure	Cr 100	100
<b>38</b> Social Housing Fraud Grant - Income	100	Cr 100
<b>39</b> Local Reform & Community Voices Grant		
- Expenditure	Cr 125	
- Income	<u>125</u>	
		81
<b>40</b> Variations in Capital Charges	Cr 1,696	
<b>41</b> Variations in Recharges	488	
<b>42</b> Variations in Rent Income	4	
<b>43 2015/16 DRAFT BUDGET</b>	<u><b>116,209</b></u>	



## CARE SERVICES PORTFOLIO

### Notes on Budget Variations in 2015/16

#### Ref Comments

#### 2 Increased Costs (Dr 1,634k)

Inflation of £1,633K has been allocated to budgets for contracts, SLAs, running expenses and income. At this point in time, no inflationary increase has been applied to salaries budgets in relation to 2015/16.

#### 3 Increase in annual insurance premiums (Dr £4k)

An overall allocation of £116k was made from the contingency in respect of the insurance premium increase arising from the tendering of the Council casualty insurance arrangements in 2014. This was reported to the Executive & Resources PDS Committee on 5<sup>th</sup> June 2014. Of the £116k, the £4k shown here relates to Care Services Portfolio.

#### 4 Bed & Breakfast (from provision for homelessness) - Dr £653k

As reported to the Executive on 15th October 2014, there are significant pressures in relation to homelessness and the impact of the recession / welfare reform on the temporary accommodation budget.

The £653k built into the Operational Housing Division 2015/16 draft budget represents the continuation of the funding allocated in 2014/15. Further funding is currently held in the central contingency for new cost pressures.

#### Movement Between Portfolios / Departments / Divisions

#### 5 EFA Funding Adjustment - Transfer to Education (Cr 28k)

This adjustment relates to inflation on the former EFA-funded element of Learning Disabilities placements.

#### 6 Children's Social Care Invest to Contain Year 3 (Dr £24k)

The invest to contain scheme in Children's Social Care was approved by the Executive on 20th June 2012, this adjustment relates to the realignment of budgets in respect of year 3 (2014/15), the final year of the investment.

#### 7 Reduced amount of former EFA funding for clients with Learning Disabilities (Cr £162k & Dr £162k)

As part of the Dedicated Schools Grant allocation for 2013/14, funding for SEN support in Further Education Colleges transferred from the Education Funding Agency to LBB. This included an element of Social Care support. The amount required for 2015/16 for this element is estimated to be £162k lower than 2014/15. The costs are fully recharged back to Education budgets so there is a compensating variation in recharges.

The Older People's day opportunities invest to save scheme was approved by the Executive on 6th February 2013 and this adjustment relates to the realignment of budgets in respect of year 2 (2014/15), the final year of the "investment". An equivalent debit is included in the variation in recharges figure shown below.

#### **Real Changes**

*Savings identified for 2015/16 as part of the 2014/15 Budget process*

#### 8 Invest to Contain Scheme Year 3 - CSC Placements (Cr £142k)

*Savings identified for 2015/16 as part of the 2014/15 Budget process*

#### 9 Older People Day Opportunities (Cr £58k)

The Older People's day opportunities invest to save scheme was approved by the Executive on 6th February 2013 and this adjustment relates to the further saving of £58k as a result of the changes.

*New Savings Identified for 2015/16 (subject to approval)*

- 10 Deletion of vacant posts in Adult Social Care - (Cr £81k)
- 11 Contract efficiencies already achieved (Cr £181k)
- 12 Care management efficiencies already achieved (Cr £130k)
- 13 Management of demand at first point of contact (Cr £250k)
- 14 Charging Policy update (Cr £200k)
- 15 Carelink (Cr £25k)
- 16 Reduce extra care housing capacity (Cr £150k)
- 17 LD Short Breaks staffing restructure - vacant posts (Cr £70k)
- 18 LD Day Services running expense reduction (Cr £26k)
- 19 LD Restructure to achieve integration (Cr £100k)
- 20 Commissioning Contract efficiencies (Cr £254k)  
Savings on £254k will be generated by achieving efficiencies on contracts within ECHS Commissioning Division budgets
- 21 Supporting People - review service levels at retender for all contracts (Cr £213k)  
It is intended that £213k will be saved by reviewing service levels for all contracts at the point of re-tendering.
- 22 Contract Reductions - Cr £51k  
This relates to a review of contracts within Operational Housing in 2014/15 and 2015/16.
- 23 Reduce the provision of Personal Education Allowances (Cr £30k)
- 24 Care & Resources - Reorganisation of the service (Cr £50k)
- 25 Safeguarding & Care Planning - Support to hard to reach groups (Cr £33k)
- 26 Referral and Assessment - Contract efficiencies already achieved (Cr £125k)
- 27 Children's Disability Services - Changes to playgroup funding (Cr £66k)
- 28 Bromley Youth Support Programme - Service redesign (Cr £50k)
- 29 Safeguarding & Care Planning - Contract efficiencies already achieved (Cr £38k)
- 30 Safeguarding & Quality Assurance - Reorganisation of the service (Cr £27k)
- 31 Performance & Information - service reconfiguration (Cr £31k)
- 32 Performance & Information - running cost reduction (Cr £48k)
- 33 Performance & Information - income generation (Cr £45k)
- 34 Essential car users (Cr £151k)
- 35 & 36 Reduction in Housing Benefit Admin Subsidy - Dr £186k & Cr £105k  
These relate to the reduction of Housing Benefit admin subsidy for administration costs in 2015/16.
- 37 & 38 Social Housing Fraud Grant - Dr £100k & Cr £100k

Bromley successfully bid for Social Housing Fraud Grant funding from the DCLG and was awarded the maximum funding available for the two year period 2013/14 to 2014/15 (£200k in total). The Executive approved the drawdown on the 20th November 2013.

39 Local Reform & Community Voices Grant (Cr £125k & Dr £125k)

The Local Reform and Community Voices Grant was allocated for a two year period and 2014/15 was the final of the two years. The grant was allocated to fund various responsibilities transferred from the NHS to local authorities from April 2013 (additional DoLS, Healthwatch, Independent Complaints Advocacy and Independent Mental Health Advocacy). At this stage there is no indication whether the grant will continue in 2015/16 and it has been assumed for the draft budget that it will fall out. Consideration will need to be given to the funding of these services if the grant or alternative funding is not available for 2015/16.

The total amount of the grant for 2014/15 was £215k but only £125k of that was held in the ECHS budget with the remainder being held in the contingency.

**Variations in Capital Charges, Recharges & Insurance**

40 Variations in Capital Charges (Cr £1,696k)

The variation in capital charges is due to a combination of the following:

- (i) Depreciation – the impact of revaluations or asset disposals in 2013/14 (after the 2014/15 budget was agreed) and in the first half of 2014/15;
- (ii) Revenue Expenditure Funded by Capital Under Statute (REFCUS) – mainly due to a significant general increase in the value of schemes in our 2015/16 Capital Programme that do not add value to the Council's fixed asset base.
- (iii) Government Grants – mainly due to a significant increase in credits for capital grants receivable in respect of 2015/16 Capital Programme schemes, which are used to finance expenditure that is treated as REFCUS.

These charges are required to be made to service revenue accounts, but an adjustment is made below the line to avoid a charge on Council Tax.

41 Variations in Recharges (Dr £488k)

Variations in recharges are offset by corresponding variations elsewhere and have no impact on the overall position.

42 Variations in Rent Income (Dr £4k)

This relates to the reallocation of rental income budgets across departments / portfolios. There are corresponding adjustments in other portfolios and these net out to zero in total.

**Care Services**  
**DRAFT REVENUE BUDGET 2015/16 - SUBJECTIVE SUMMARY**

Service area	Employees	Premises	Transport	Supplies and Services	Third Party Payments	Transfer Payments	Income	Controllable Recharges	Capital Charges/Financing	Total Controllable	Capital Charges/Financing	Repairs, Maintenance & Insurance	Property Rental Income	Not Directly Controllable	Recharges In	Total Cost of Service	Recharges Out	Total Net Budget	
	£	£	£	£	£	£	£			£	£				£	£	£	£	
<b>Adult Social Care</b>																			
AIDS-HIV Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Assessment and Care Management	5,680,560	54,880	48,670	118,500	31,363,220	2,698,720	Cr 11,933,270	Cr 3,816,100	0	24,215,180	48,000	130,520	Cr 151,020	27,500	6,998,130	31,240,810	Cr 2,974,460	28,266,350	
Direct Services	3,825,170	14,310	691,490	280,750	38,650	0	Cr 690,100	Cr 1,103,940	0	3,056,330	0	7,090	0	7,090	79,100	3,142,520	Cr 3,263,190	Cr 120,670	
Learning Disabilities Day and Short Breaks Service	1,848,260	111,890	39,160	101,490	0	0	Cr 100,830	0	0	1,999,970	70,000	47,980	0	117,980	952,790	3,070,740	Cr 4,577,050	Cr 1,506,310	
Learning Disabilities Care Management	0	0	0	0	897,160	1,645,390	Cr 198,560	0	0	2,343,990	0	0	0	0	0	2,343,990	0	2,343,990	
Learning Disabilities Housing & Support	1,570,040	29,680	11,020	83,950	0	0	Cr 135,070	0	0	1,559,620	15,000	42,970	0	57,970	12,940	1,630,530	Cr 1,640,220	Cr 9,690	
	<b>12,924,030</b>	<b>210,760</b>	<b>790,340</b>	<b>584,690</b>	<b>32,299,030</b>	<b>4,344,110</b>	<b>Cr 13,057,830</b>	<b>Cr 4,920,040</b>	<b>0</b>	<b>33,175,090</b>	<b>133,000</b>	<b>228,560</b>	<b>Cr 151,020</b>	<b>210,540</b>	<b>8,042,960</b>	<b>41,428,590</b>	<b>Cr 12,454,920</b>	<b>28,973,670</b>	
<b>Childrens Social Care</b>																			
Bromley Youth Support Programme	908,660	41,370	9,540	39,580	91,170	0	Cr 292,000	Cr 29,510	0	768,810	0	12,690	0	12,690	186,070	967,570	0	967,570	
Care and Resources	3,620,960	21,670	65,520	657,800	13,260,500	1,418,720	Cr 1,043,470	Cr 610,020	0	17,391,680	1,000	3,300	0	4,300	1,972,280	19,368,260	0	19,368,260	
Children's Disability Services	801,840	0	16,950	35,200	1,295,030	451,120	Cr 222,130	0	0	2,378,010	0	0	0	0	231,540	2,609,550	0	2,609,550	
Referral and Assessment	2,410,170	0	28,870	412,810	453,500	54,020	0	Cr 18,910	0	3,340,460	0	0	0	0	439,000	3,779,460	Cr 56,460	3,723,000	
Safeguarding and Care Planning	2,471,360	0	29,530	147,520	554,260	78,320	Cr 63,320	Cr 134,140	0	3,351,810	0	24,730	Cr 6,070	18,660	392,780	3,763,250	0	3,763,250	
Safeguarding and Quality Assurance	1,167,980	0	Cr 55,400	130,090	42,280	0	Cr 29,510	Cr 76,630	0	1,332,070	0	14,550	0	14,550	1,249,270	1,595,890	0	2,995,890	
	<b>11,380,970</b>	<b>63,040</b>	<b>95,010</b>	<b>1,423,000</b>	<b>15,466,740</b>	<b>2,002,180</b>	<b>Cr 1,650,430</b>	<b>Cr 447,670</b>	<b>0</b>	<b>28,562,840</b>	<b>1,000</b>	<b>55,270</b>	<b>Cr 6,070</b>	<b>50,200</b>	<b>4,470,940</b>	<b>33,083,980</b>	<b>Cr 56,460</b>	<b>33,027,520</b>	
<b>Commissioning</b>																			
Commissioning	2,106,660	0	5,530	37,970	980,080	36,160	Cr 94,510	Cr 142,670	0	3,214,560	0	2,110	0	2,110	2,678,400	5,895,070	Cr 1,254,160	4,640,910	
Drugs and Alcohol	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information & Early Intervention	0	0	0	0	1,465,100	0	Cr 327,620	0	0	1,137,480	0	0	0	0	126,570	1,264,050	0	1,264,050	
Learning Disabilities Services	0	0	0	0	28,464,310	0	Cr 2,523,050	Cr 1,440,190	0	24,501,070	0	0	0	0	3,524,260	28,025,330	0	28,025,330	
Mental Health Services	0	0	0	0	7,440,360	133,950	Cr 1,091,190	Cr 7,520	0	6,475,600	1,000	23,290	Cr 107,260	Cr 82,970	174,170	6,666,800	Cr 1,410,070	5,156,730	
PCT Funding (Social Care & Health)	0	0	0	0	0	0	Cr 4,260,000	Cr 4,260,000	0	0	0	0	0	0	0	0	0	0	0
Supporting People	0	0	0	0	1,426,520	0	0	Cr 309,180	0	1,735,700	0	0	0	0	46,850	1,782,550	0	1,782,550	
	<b>2,106,660</b>	<b>0</b>	<b>5,530</b>	<b>37,970</b>	<b>39,776,370</b>	<b>170,110</b>	<b>Cr 8,296,370</b>	<b>3,264,140</b>	<b>0</b>	<b>37,064,410</b>	<b>1,000</b>	<b>25,400</b>	<b>Cr 107,260</b>	<b>Cr 80,860</b>	<b>6,550,250</b>	<b>43,533,800</b>	<b>Cr 2,664,230</b>	<b>40,869,570</b>	
<b>Environmental Services - Housing</b>																			
Housing Improvement	399,610	35,870	4,800	4,250	0	0	Cr 206,170	Cr 97,200	0	141,160	Cr 600,000	200	0	Cr 599,800	595,860	137,220	Cr 231,860	Cr 94,640	
	<b>399,610</b>	<b>35,870</b>	<b>4,800</b>	<b>4,250</b>	<b>0</b>	<b>0</b>	<b>Cr 206,170</b>	<b>Cr 97,200</b>	<b>0</b>	<b>141,160</b>	<b>Cr 600,000</b>	<b>200</b>	<b>0</b>	<b>Cr 599,800</b>	<b>595,860</b>	<b>137,220</b>	<b>Cr 231,860</b>	<b>Cr 94,640</b>	
<b>Operational Housing</b>																			
Enabling Activities	0	0	0	0	0	0	Cr 1,200	0	0	Cr 1,200	0	0	0	0	289,540	288,340	0	288,340	
Housing Benefits	0	0	0	1,014,780	0	134,383,740	Cr 137,013,240	0	0	Cr 1,614,720	0	0	0	0	3,714,740	2,100,020	0	2,100,020	
Housing Needs	2,042,410	94,930	22,160	702,570	8,509,970	0	Cr 5,706,750	Cr 413,950	0	5,251,340	200,000	8,410	0	208,410	1,026,180	6,485,930	Cr 329,940	6,155,990	
	<b>2,042,410</b>	<b>94,930</b>	<b>22,160</b>	<b>1,717,350</b>	<b>8,509,970</b>	<b>134,383,740</b>	<b>Cr 142,721,190</b>	<b>Cr 413,950</b>	<b>0</b>	<b>3,635,420</b>	<b>200,000</b>	<b>8,410</b>	<b>0</b>	<b>208,410</b>	<b>5,030,460</b>	<b>8,874,290</b>	<b>Cr 329,940</b>	<b>8,544,350</b>	
<b>Strategic and Business Support Service</b>																			
Learning and Development	422,420	0	0	49,760	0	0	Cr 85,670	Cr 39,750	0	346,760	0	190	0	190	0	346,950	Cr 394,350	Cr 47,400	
Strategic and Business Support Service	1,588,940	0	4,290	470,670	181,200	0	Cr 66,430	Cr 37,240	0	2,141,430	0	1,600	0	1,600	4,231,870	6,374,900	Cr 1,439,340	4,935,560	
	<b>2,011,360</b>	<b>0</b>	<b>4,290</b>	<b>520,430</b>	<b>181,200</b>	<b>0</b>	<b>Cr 152,100</b>	<b>Cr 76,990</b>	<b>0</b>	<b>2,488,190</b>	<b>0</b>	<b>1,790</b>	<b>0</b>	<b>1,790</b>	<b>4,231,870</b>	<b>6,721,850</b>	<b>Cr 1,833,690</b>	<b>4,888,160</b>	
<b>Public Health</b>																			
	<b>1,671,060</b>	<b>0</b>	<b>4,500</b>	<b>126,040</b>	<b>8,375,580</b>	<b>0</b>	<b>Cr 12,851,040</b>	<b>2,302,210</b>	<b>0</b>	<b>Cr 371,650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>371,650</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>32,536,100</b>	<b>404,600</b>	<b>926,630</b>	<b>4,413,730</b>	<b>104,608,890</b>	<b>140,900,140</b>	<b>Cr 178,935,130</b>	<b>Cr 389,500</b>	<b>0</b>	<b>104,695,460</b>	<b>Cr 265,000</b>	<b>319,630</b>	<b>Cr 264,350</b>	<b>Cr 209,720</b>	<b>29,293,990</b>	<b>133,779,730</b>	<b>Cr 17,571,100</b>	<b>116,208,630</b>	