

**CARE SERVICES PORTFOLIO**

**SUMMARY OF BUDGET VARIATIONS 2013/14**

Ref		VARIATION IN 2013/14 £'000	ORIGINAL BUDGET 2012/13 £'000
<b>1</b>	<b>2012/13 BUDGET</b>	<b>116,514</b>	
<b>2</b>	<b>Increased Costs</b>	<b>1,838</b>	
	<b>Full Year Effect of Allocation of Central Contingency</b>		
<b>3</b>	NHS Funding to support social care - income	1,607	
	NHS Funding to support social care - expenditure	Cr 607	1,000
		<hr/>	
	<b>Movements Between Portfolios/Departments</b>		
<b>4</b>	Shortfall in staff car parking income due to the decision not to charge essential car park users	Cr 40	
<b>5</b>	Transfer of funding to Resources for post in Exchequer Services	Cr 6	
<b>6</b>	Rental income	20	
<b>7</b>	Posts transferred as part of the ECS Commissioning restructure	25	
<b>8</b>	Support services charge for Appointeeship from Resources	123	122
		<hr/>	
	<b>Real Changes</b>		
	<i>Savings Identified for 2013/14 as part of 2012/13 Budget Process (Subject to Approval)</i>		
<b>9</b>	Demographic changes for older people	606	
<b>10</b>	Further savings from extra care / reablement	Cr 606	
<b>11</b>	Transformation of Children & Adult Care Services	Cr 502	
<b>12</b>	Older people's day care	Cr 500	930
<b>13</b>	Market testing of tenancy support (Supporting People)	Cr 500	932
<b>14</b>	Savings in extra care housing	Cr 457	14,381
<b>15</b>	Children's placements growth	400	9,534
<b>16</b>	Children's placements growth - Offset by invest to save initiatives	Cr 400	9,534
<b>17</b>	Reduced commissioning of Supporting People services	Cr 300	2,933
<b>18</b>	Efficiency targets for all suppliers	Cr 300	
<b>19</b>	Outsource reablement	Cr 250	810
<b>20</b>	Reduce forecast growth in PDSI	Cr 150	600
<b>21</b>	Reduce long term care costs in dementia	Cr 150	2,500
<b>22</b>	Section 75 agreement for Community Mental Health Services	Cr 150	1,479
<b>23</b>	Zero based review of ECS management structures	Cr 150	
<b>24</b>	Market testing of Extra Care Housing	Cr 100	1,326
<b>25</b>	Disability work schemes	Cr 100	488
<b>26</b>	Charging income	Cr 100	Cr 4,202
<b>27</b>	Carers organisations	Cr 100	515
<b>28</b>	Adult Social Care Workforce Training	Cr 100	466
<b>29</b>	Mental health day and support services	Cr 75	299
<b>30</b>	Market testing of LD core and cluster	Cr 75	1,647
<b>31</b>	Market testing of LD day services	Cr 75	2,880
<b>32</b>	Admission avoidance service	Cr 75	75
<b>33</b>	Offset LD growth with NHS social care funds	Cr 75	
<b>34</b>	Decommission / cease Carelink	Cr 50	146
<b>35</b>	Decommission one LD small home	Cr 50	1,647
<b>36</b>	Support planning and brokerage service for ineligible service users	Cr 50	128
<b>37</b>	Shared Support Services	Cr 50	1,976
<b>38</b>	Learning & Development savings	Cr 50	552
<b>39</b>	Reduce funding to Citizens Advice Bureau	Cr 41	220
<b>40</b>	Community Equipment service	Cr 25	691
<b>41</b>	Temporary Accommodation - Growth	1,000	2,209
<b>42</b>	Learning Disabilities and Health Reform Grant - transferred to Formula funding	8,805	8,805
		<hr/>	

*New Savings Identified for 2013/14 (subject to approval)*

<b>43</b>	Learning Disability Campus Reprovision - attrition	Cr	1,100		23,689
<b>44</b>	Domiciliary care re-tendering	Cr	1,000		
<b>45</b>	Savings in extra care housing	Cr	500		14,381
<b>46</b>	Further efficiency targets for all suppliers	Cr	200		
<b>47</b>	Further reduced commissioning of Supporting People services	Cr	200		2,933
<b>48</b>	Adults with learning disabilities - tightening of FACS	Cr	100		1,669
<b>49</b>	Older Peoples Services - Additional income	Cr	100		Cr 13,530
<b>50</b>	Safeguarding and QA Staffing	Cr	55		1,518
<b>51</b>	Savings to mitigate LACSEG losses	Cr	43		
<b>52</b>	Disability Support Contracts	Cr	<u>35</u>	Cr	3,333

*Other Real Changes:*

<b>53</b>	Learning Disabilities - new placements			903	23,689
<b>54</b>	Variations in Rent Income	Cr	5		
<b>55</b>	Variations in Capital Charges	Cr	428		
<b>56</b>	Variations in Recharges			1,289	
<b>57</b>	Variations in Building Maintenance			17	
<b>58</b>	Variations in Insurances			11	
<b>59</b>	<b>2013/14 DRAFT BUDGET</b>			<u><b>123,133</b></u>	

## CARE SERVICES PORTFOLIO

### Notes on Budget Variations in 2013/14

#### Ref Comments

#### Increased Costs (Dr £1,838k)

- 2 Inflation allocated to budgets for contracts, SLAs, income and Inbucon staffing, offset by cash limiting of general running expenses budgets.

#### Full Year Effect of Allocation of Central Contingency

- 3 NHS funding to support social care - income - (Dr £1,607k)  
NHS funding to support social care - expenditure - (Cr £607k)  
2012/13 is the final year of the current s256 agreement with the PCT for funding to support social care.

A further credit of £1,122,540 is included in the variation in recharges figure below at ref 56 which represents expenditure falling out in other divisions / portfolios. The balance of £250,000 relates to an element of LD placement costs that were funded on a short term basis from the s256 agreement and which have now been added back in to the base budget.

#### Movements Between Portfolios/Departments

- 4 Shortfall in staff car parking income due to the decision not to charge essential car park users - (Cr £40k)  
There is a shortfall Council-wide in the savings arising from charging for staff car parking as a result of the decision not to charge essential car users. This is the amount of the saving that the Portfolio is required to find to meet the shortfall.
- 5 Transfer of funding to Resources for post in Exchequer Services - (Cr £6k)  
Funding for an additional 0.25 fte in Exchequer Services for processing of community equipment retail prescription invoices.
- 6 Rental income - (Dr £20k)  
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.
- 7 Posts transferred as part of the ECS Commissioning restructure - (Dr £25k)  
With the formation of the new ECS Department, a new Commissioning Division was created that merged former ACS and CYP Commissioning functions. This was largely reflected in the 2012/13 original budget but there have been subsequent minor in-year changes between divisions as the structure has bedded in.
- 8 Support services charge for Appointeeship from Resources - (Dr £123k)  
This relates to a recharge to the Portfolio for the Appointeeship Team which transferred to Resources Directorate with effect from 1st April 2012.

#### Real Changes

- 9/10 Demographic changes for older people / Further savings from extra care & reablement - (Dr £606k / Cr £606k)  
The increase in numbers of older people expecting to require a care package in the future is expected to put pressure on services for older people. Current strategies around reablement services and development of new extra care housing should enable this cost pressure to be mitigated.

- 11 Transformation of Children & Adult Care Services - (Cr £502k)  
There is a £1m saving in 2013/14 arising from the transformation of Children's and Adults Care Services. £502k relates to the Care Portfolio, the remaining £498k has been made in the Education Portfolio
- 12 Older people's day care - (Cr £500k)  
Currently 1,500 places are provided per week in 10 day centres including 4 specialist centres, with 752 people attending each week. The proposal is to shift the emphasis on specialist places for those that meet the eligibility criteria with a reduction of the overall number of places available.
- 13 Market testing of tenancy support (Supporting People) - (Cr £500k)  
The gateway review of tenancy support services identified savings on both floating support and supported accommodation commissioned to assist in homeless prevention.
- 14 Savings in extra care housing - (Cr £457k)  
  
The opening of 2 new extra care housing schemes at Regency Court and Ann Sutherland Court is expected to save a net £957,000 in 2013-14 (see also note 45 below). This is the net effect of the saving in residential placements offset by the lower cost of providing care in the new schemes.
- 15/16 Children's placements growth - Offset by invest to save initiatives - (Dr £400k / Cr £400k)  
There is expected growth in the numbers of children having to be accommodated. An invest to save initiative was developed in 2012/13 with the aim of reducing this cost pressure by investing in more inhouse foster carers.
- 17 Reduced commissioning of Supporting People services - (Cr £300k)  
This saving will be achieved by not re-commissioning services or by services being delivered in a manner that substantially reduces costs.
- 18 Efficiency targets for all suppliers - (Cr £300k)  
The plan to achieve this saving is through negotiations with contractors on two levels:  
(a) annual negotiations to achieve efficiency targets to (partly) offset inflationary uplifts and  
(b) at re-let / re-tender stage by revising specifications and setting reduction targets.
- 19 Outsource reablement - (Cr £250k)  
The In-house reablement service will be outsourced/reduced and alternative provision grown in independent sector.
- 20 Reduce forecast growth in PDSI - (Cr £150k)  
An invest to save scheme funded by NHS funds for Social Care went to the Executive in October 2011. This contained various initiatives to be implemented with a view to containing the forecast growth in services for people with physical disabilities.
- 21 Reduce long term care costs in dementia -(Cr £150k)  
An invest to save scheme funded by NHS funds for Social Care went to the Executive in September 2011. This contained various initiatives to be implemented with a view to containing the forecast growth in services for adults with dementia.
- 22 Section 75 Agreement for Community Mental Health Services - (Cr £150k)  
This saving is to be achieved on the Section 75 Agreement with Oxleas NHS Trust for the delivery of Community Mental Health Services.
- 23 Zero based review of ACS management structures - (Cr £150k)  
The total ECS saving is £150,000 and arises from a cross-departmental review of management tiers.

- 24 Market testing of Extra Care Housing - (Cr £100k)  
This saving relates to the closure of one ECH scheme and outsourcing of care in remaining schemes.
- 25 Disability work schemes - (Cr £100k)  
This saving is to reduce the amount spent on supported work schemes provided by Shaw Trust through the contracting process.
- 26 Charging income - (Cr £100k)  
Additional savings generated from increased charging income.
- 27 Carers organisations - (Cr £100k)  
There is potential to achieve efficiencies from carers support services, partly through joint commissioning with Health.
- 28 Adult Social Care Workforce Training - (Cr £100k)  
This saving relates to Social Care workforce training.
- 29 Mental health day and support services - (Cr £75k)  
This saving would involve reducing contracts with the voluntary sector for Mental Health day support and activities and work-related schemes.
- 30 Market testing of LD core and cluster - (Cr £75k)  
This saving will be achieved by outsourcing both the care and housing management elements of the service.
- 31 Market testing of LD day services - (Cr £75k)  
This saving relates to the intention to seek an external provider for LD day service provision.
- 32 Admission avoidance service - (Cr £75k)  
The saving is as a result of the service ceasing during 2012-13.
- 33 Offset LD growth with NHS Social Care Funds - (Cr £75k)  
The planned reduction in growth is to be achieved by NHS social care funded invest to save initiatives.
- 34 Decommission / cease Carelink - (Cr £50k)  
This saving is to be achieved through ceasing provision of the service and sign posting services available in the wider market.
- 35 Decommission one LD small home - (Cr £50k)  
This saving relates to the closure of one of the LD homes, and is net of the cost of re-providing the care for the residents.
- 36 Support planning and brokerage service for ineligible service users - (Cr £50k)  
This service is provided by Age UK (previously known as Age Concern). The saving is to be achieved through reducing the cost of non-priority service areas.
- 37 Shared Support Services - (Cr £50k)  
This saving relates to assumed efficiencies arising from combining former ACS and CYP strategy and support functions.
- 38 Learning & Development savings - (Cr £50k)  
A review of Learning & Development expenditure relating to Social Care workforce training will generate savings in 2013/14.

- 39 Reduce funding to Citizen's Advice Bureau - (Cr £41k)  
This funding reduction through contractual arrangements is part of the wider review undertaken on information, advice and guidance services.
- 40 Community Equipment service - (Cr £25k)  
This is the additional saving achieved from the recommissioning of the community equipment service in 2012-13. The 2012-13 saving was £75k, so this brings the total saving to £100k.
- 41 Temporary accommodation - growth - (Dr £1,000k)  
There are significant pressures on the temporary accommodation budget as a result of increasing client numbers and rising unit costs. This increase is evident across all London boroughs and is the result of the pressures of rent and mortgage arrears resulting in increased levels of homelessness coupled with a reduction in the number of properties available for temporary accommodation. This has been reported to Members throughout the year in budget monitoring reports.  
A number of invest to save initiatives have part mitigated the budget pressures but growth of £1m is required in 2013/14.  
This doesn't take account of welfare reforms which will result in further budget pressures.
- 42 Learning Disabilities and Health Reform Grant - transferred to Formula funding - (Dr £8,805k)  
The LD & Health Reform Grant will be transferred to Formula funding as part of the 2013/14 finance settlement.
- 43 Learning Disability Campus Reprovision - Attrition - (Cr £1,100k)  
This budget reduction arises from attrition rates and contract efficiencies and reflects spending levels in 2012/13.
- 44 Domiciliary care re-tendering - (Cr £1,000k)  
Recent retendering of the contracts for domiciliary care has resulted in a significant reduction in costs as hourly rates have been renegotiated. The saving is net of loss of income, as charges to clients will have to be reduced in line with the lower rates.
- 45 Savings in extra care housing - (Cr £500k)  
  
The opening of 2 new extra care housing schemes at Regency Court and Ann Sutherland Court is expected to save a net £957,000 in 2013-14 (see note 15 above). This is the net effect of the saving in residential placements offset by the lower cost of providing care in the new schemes.
- 46 Further efficiency targets for all suppliers - (Cr £200k)  
Similar to ref 19 above, this further efficiency target reflects activity in 2012/13 and is in addition to the target of £300k above in relation to 2013/14 activity.
- 47 Further reduced commissioning of Supporting People services - (Cr £200k)  
This saving will be achieved by not re-commissioning services or by services being delivered in a manner that substantially reduces costs. It is additional to the saving at ref 20 above and reflects activity in 2012/13.
- 48 Adults with learning disabilities - tightening of FACS - (Cr £100k)  
This saving relates to the tighter application of FACS criteria for adults with a learning disability, which should result in reduced expenditure for domiciliary care and direct payments.
- 49 Older Peoples Services - Additional income - (Cr £100k)  
The creation of a new post in the Appointeeship and Receivership team will generate additional income from clients.

- 50 Safeguarding and QA Staffing - (Cr £55k)  
This saving relates to the deletion of 1.5fte's in the Safeguarding and QA team
- 51 Savings to mitigate LACSEG losses - (Cr £43k)  
As a result of changes to the LACSEG formula for 2013/14, Bromley faces a reduction in funding of up to £3m. £1m was to be found towards this from Education Division, of which £43k is from Care Services portfolio, and the remaining £957k from Education portfolio.
- 52 Disability Support Contracts - (Cr £35k)  
This relates to a reduction in expenditure on Service Level Agreements within the Specialist Support and Disability Service.
- 53 Learning Disabilities - new placements - (Dr £903k)  
Members have received a number of reports looking at the cost pressures facing the authority arising from increased numbers of people with complex learning disabilities. Work continues to be undertaken by officers to develop alternative models of care, so that a number of people with learning disabilities can move into supporting living initiatives such as the Shared Lives scheme. However, despite this, costs are expected to increase by £903k in 2013/14 due to increased numbers.
- 54 Variations in Rent Income - (Cr £5k)  
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.
- 55 Variations in Capital Charges - (Cr £428k)  
The variation on capital charges is due to a combination of the following:
- (i) Depreciation – the impact of revaluations or asset disposals in 2011/12 (after the 2012/13 budget was agreed) and in the first half of 2012/13 (total reduction of £156k across the Council);
  - (ii) Revenue Expenditure Funded by Capital Under Statute (REFCUS) – mainly due to slippage of expenditure previously planned in 2011/12 and to new schemes added to the capital programme in February 2012 (total reduction of £8,300k across the Council).
  - (iii) Government Grants – from 2011/12, credits for capital grants receivable in respect of schemes where expenditure is treated as REFCUS (see (ii) above) are required to be allocated to service revenue accounts, rather than as non-specific grant income in the CI&E Account. There was no budget for 2012/13, as this was finalised before this accounting change was confirmed, but the 2013/14 budget has been prepared in accordance with the new requirements (total reduction (credit entry) of £1,170k across the Council).
- 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.
- 56 Variations in Recharges - (Dr £1,289k)  
Variations in recharges are offset by corresponding variations elsewhere and have no impact on the overall position. The figure includes variations relating to the fallout of NHS funding to support social care.
- 57 Variations in Building Maintenance - (Dr £17k)  
This relates to the realignment of repairs and maintenance budgets to reflect business priorities.

58 Variations in Insurance - (Dr £11k)

Insurance recharges to individual portfolios have changed between years, in some cases significantly, partly because we have factored in an extra year of claims experience since the 2012/13 budget was finalised. Due to premium reductions, insurance recharges initially reduced by £33k across the Council. As has previously been reported to the E&R PDS Committee, however, the balance on the Insurance Fund has been reducing steadily in recent years. In order to stabilise the position, the estimated contribution to the Fund in 2013/14 has been increased from £500k to £800k. A total of £208k of this is reflected in 2013/14 insurance budgets allocated to service revenue accounts (the balance of £92k is chargeable to schools) and insurance budgets, therefore, show an overall total increase of £175k across the Council.



**CARE SERVICES**  
**DRAFT REVENUE BUDGET 2013/14 - SUBJECTIVE SUMMARY**

Service area	Employees	Premises	Transport	Supplies and Services	Third Party Payments	Transfer Payments	Income	Grant Related 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 Service	0	0	0	44,570	1,800	0	0	74,930	0	121,300	0	0	0	0	0	121,300	0	121,300	
Assessment and Care Management	4,671,340	52,560	65,220	Cr 584,830	40,535,440	1,808,540	Cr 15,046,190	Cr 1,232,140	0	30,269,940	137,000	144,010	Cr 24,710	0	14,734,660	45,260,900	Cr 7,013,890	38,247,010	
Direct Services	4,026,070	24,700	697,220	Cr 250,210	64,520	0	Cr 758,520	Cr 311,030	0	3,492,750	0	9,150	0	0	623,290	9,150	Cr 4,125,190	0	
Learning Disabilities Day and Short breaks Service	2,147,780	106,100	47,380	64,350	460,330	0	Cr 127,230	Cr 810,030	0	1,888,680	43,000	42,380	0	0	1,148,840	3,122,900	Cr 3,122,900	0	
Learning Disabilities Care Management	880,470	0	14,910	0	662,610	1,069,850	Cr 121,500	Cr 113,230	0	2,393,110	0	1,340	0	0	392,970	2,787,420	Cr 6,280	2,781,140	
Learning Disabilities Housing & Support	1,829,600	56,040	9,060	Cr 159,720	0	0	Cr 138,190	Cr 436,450	0	1,160,340	22,000	47,410	0	0	168,120	1,397,870	Cr 1,397,870	0	
	<b>13,555,260</b>	<b>239,400</b>	<b>833,790</b>	<b>Cr 885,840</b>	<b>41,724,700</b>	<b>2,878,390</b>	<b>Cr 16,191,630</b>	<b>Cr 2,827,950</b>	<b>0</b>	<b>39,326,120</b>	<b>202,000</b>	<b>244,290</b>	<b>Cr 24,710</b>	<b>0</b>	<b>421,580</b>	<b>17,067,880</b>	<b>56,815,580</b>	<b>Cr 15,686,130</b>	<b>41,149,450</b>
<b>Children's Social Care</b>																			
Bromley Youth Support Programme	1,138,130	52,410	17,140	58,800	21,410	0	Cr 329,270	Cr 46,000	0	912,620	0	12,380	0	0	91,100	1,016,100	0	1,016,100	
Care and Resources	2,962,620	21,180	56,180	470,100	10,021,020	1,336,350	Cr 645,160	0	0	14,222,290	9,000	1,650	0	0	297,430	14,530,370	0	14,530,370	
Referral and Assessment	2,290,850	0	27,700	133,810	517,740	52,380	0	Cr 18,910	0	3,003,570	0	0	0	0	0	3,003,570	0	3,003,570	
Safeguarding and Care Planning	2,140,550	0	28,300	177,050	461,580	75,480	0	0	0	2,882,960	0	28,030	Cr 5,520	0	60,550	2,966,020	0	2,966,020	
Safeguarding and Quality Assurance	1,485,210	0	11,080	114,190	82,450	0	0	Cr 74,770	0	1,767,700	0	0	0	0	2,632,560	4,400,260	Cr 56,460	4,343,800	
	<b>10,017,360</b>	<b>73,590</b>	<b>140,400</b>	<b>953,950</b>	<b>11,104,200</b>	<b>1,464,210</b>	<b>Cr 974,430</b>	<b>9,860</b>	<b>0</b>	<b>22,789,140</b>	<b>9,000</b>	<b>42,060</b>	<b>Cr 5,520</b>	<b>0</b>	<b>3,081,640</b>	<b>25,916,320</b>	<b>Cr 56,460</b>	<b>25,859,860</b>	
<b>Commissioning</b>																			
Commissioning	1,916,230	0	6,320	85,610	1,041,190	86,730	Cr 83,930	131,070	0	3,183,220	0	2,700	Cr 11,010	Cr 8,310	757,780	3,932,690	Cr 2,862,040	1,070,650	
Drugs and Alcohol	12,540	0	0	12,570	138,230	0	Cr 124,420	218,180	0	257,100	0	0	0	0	51,740	308,840	0	308,840	
Learning Disabilities Services	0	0	0	289,740	26,305,630	0	Cr 2,462,190	1,834,370	0	25,967,550	1,706,000	280	0	0	4,894,180	32,568,010	0	32,568,010	
Mental Health Services	10,720	0	0	8,810	5,349,160	81,130	Cr 539,410	110,840	0	5,021,250	21,000	19,970	Cr 105,930	Cr 64,960	502,060	5,458,350	0	5,458,350	
PCT Funding (Social Care & Health)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Supporting People	0	0	0	1,981,780	0	0	0	1,118,110	0	3,099,890	0	0	0	0	78,470	3,178,360	0	3,178,360	
	<b>1,939,490</b>	<b>0</b>	<b>6,320</b>	<b>396,730</b>	<b>34,815,990</b>	<b>167,860</b>	<b>Cr 3,209,950</b>	<b>3,412,570</b>	<b>0</b>	<b>37,529,010</b>	<b>1,727,000</b>	<b>22,950</b>	<b>Cr 116,940</b>	<b>1,633,010</b>	<b>6,284,230</b>	<b>45,446,250</b>	<b>Cr 2,862,040</b>	<b>42,584,210</b>	
<b>Education Division</b>																			
School Improvement Looked After Children	276,080	0	6,600	222,840	103,010	16,000	Cr 105,160	0	0	519,370	0	0	0	0	39,640	559,010	0	559,010	
SEN and Inclusion Children's Disability Services	766,160	38,000	16,230	537,960	2,689,110	438,750	Cr 219,700	0	0	4,266,510	0	0	0	0	153,420	4,419,930	0	4,419,930	
	<b>1,042,240</b>	<b>38,000</b>	<b>22,830</b>	<b>760,800</b>	<b>2,792,120</b>	<b>454,750</b>	<b>Cr 324,860</b>	<b>0</b>	<b>0</b>	<b>4,785,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>193,060</b>	<b>4,978,940</b>	<b>0</b>	<b>4,978,940</b>	
<b>Environmental Services - Housing</b>																			
Housing Enforcement	251,800	0	6,660	11,650	0	0	Cr 16,230	0	0	253,880	0	0	0	0	52,380	306,260	Cr 312,290	Cr 6,030	
Housing Improvement	349,780	34,320	10,400	6,050	25,200	0	Cr 239,670	Cr 32,270	237,390	391,200	1,500,000	120	0	0	950,150	2,841,470	Cr 564,930	2,276,540	
	<b>601,580</b>	<b>34,320</b>	<b>17,060</b>	<b>17,700</b>	<b>25,200</b>	<b>0</b>	<b>Cr 255,900</b>	<b>Cr 32,270</b>	<b>237,390</b>	<b>645,080</b>	<b>1,500,000</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>1,500,120</b>	<b>1,002,530</b>	<b>3,147,730</b>	<b>Cr 877,220</b>	<b>2,270,510</b>
<b>Operational Housing</b>																			
Enabling Activities	0	0	0	0	0	0	Cr 4,200	0	0	4,200	0	0	0	0	284,800	280,600	0	280,600	
Housing Benefits	0	0	0	895,970	0	121,536,740	Cr 123,474,660	0	0	1,041,950	0	0	0	0	3,260,640	2,218,690	0	2,218,690	
Housing Needs	1,893,600	87,470	21,420	349,590	3,542,840	0	Cr 2,310,580	Cr 413,860	0	3,170,480	0	3,300	0	0	708,850	3,882,630	Cr 390,860	3,491,770	
	<b>1,893,600</b>	<b>87,470</b>	<b>21,420</b>	<b>1,245,560</b>	<b>3,542,840</b>	<b>121,536,740</b>	<b>Cr 125,789,440</b>	<b>Cr 413,860</b>	<b>0</b>	<b>2,124,330</b>	<b>0</b>	<b>3,300</b>	<b>0</b>	<b>0</b>	<b>4,254,290</b>	<b>6,381,920</b>	<b>Cr 390,860</b>	<b>5,991,060</b>	
<b>Strategic and Business Support Service</b>																			
Performance & Information	1,764,250	0	6,690	635,090	173,320	0	Cr 68,700	Cr 120,420	0	2,390,230	0	2,050	0	0	549,390	2,941,670	Cr 2,770,700	170,970	
Quality Assurance	221,080	0	0	8,160	173,320	0	Cr 27,330	0	0	201,910	0	0	0	0	0	201,910	Cr 73,580	128,330	
	<b>1,985,330</b>	<b>0</b>	<b>6,690</b>	<b>643,250</b>	<b>173,320</b>	<b>0</b>	<b>Cr 96,030</b>	<b>Cr 120,420</b>	<b>0</b>	<b>2,592,140</b>	<b>0</b>	<b>2,050</b>	<b>0</b>	<b>0</b>	<b>549,390</b>	<b>3,143,580</b>	<b>Cr 2,844,280</b>	<b>299,300</b>	
	<b>31,034,860</b>	<b>472,780</b>	<b>1,048,510</b>	<b>3,132,150</b>	<b>94,178,370</b>	<b>126,501,950</b>	<b>Cr 146,842,240</b>	<b>27,930</b>	<b>237,390</b>	<b>109,791,700</b>	<b>3,438,000</b>	<b>314,770</b>	<b>Cr 147,170</b>	<b>3,605,600</b>	<b>32,433,020</b>	<b>145,836,320</b>	<b>Cr 22,696,990</b>	<b>123,133,330</b>	