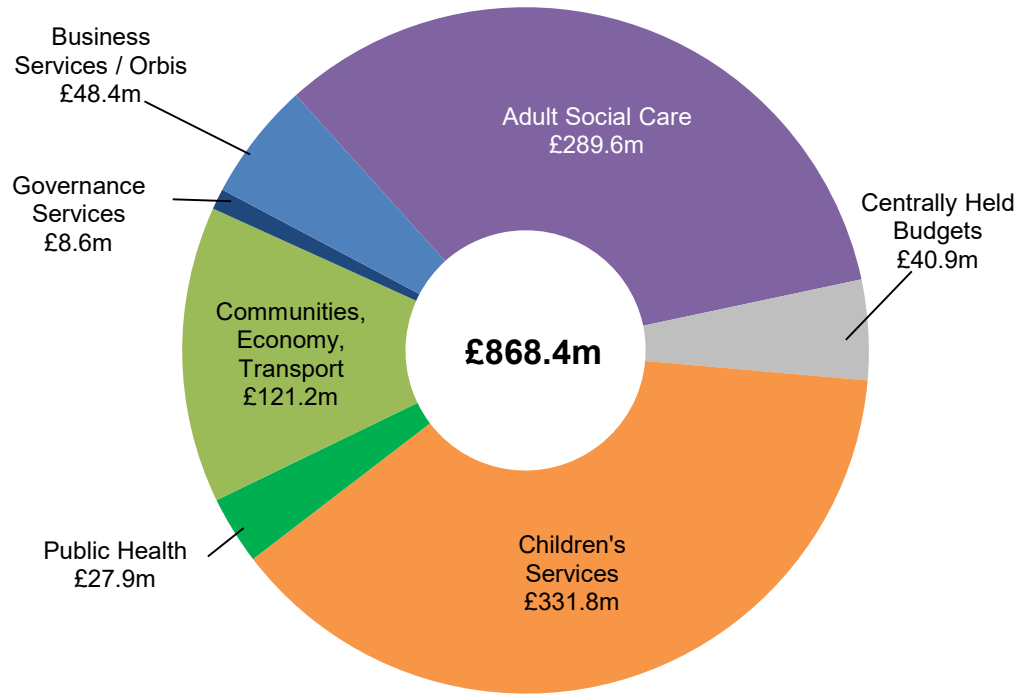
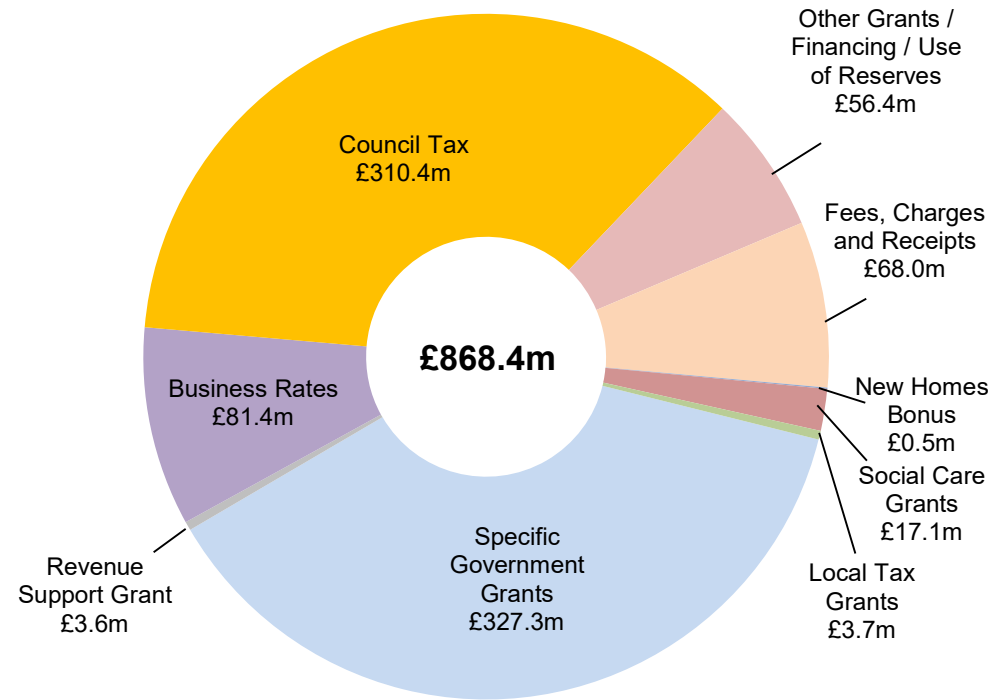


# Revenue Budget Summary 2021/22 - gross revenue budget

## How we will spend your money (gross)

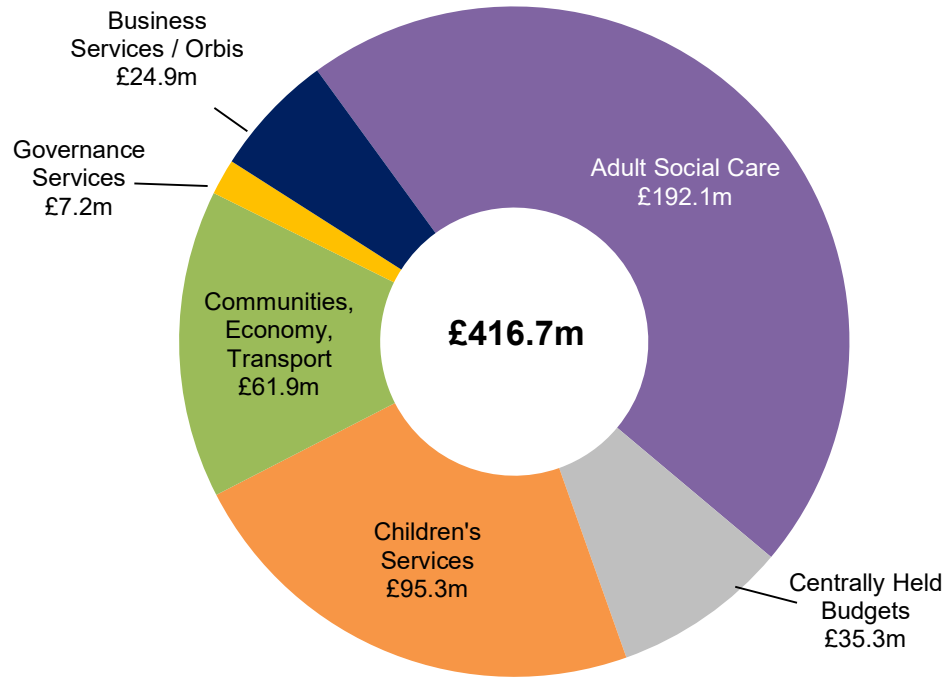


## Where the money comes from (gross)

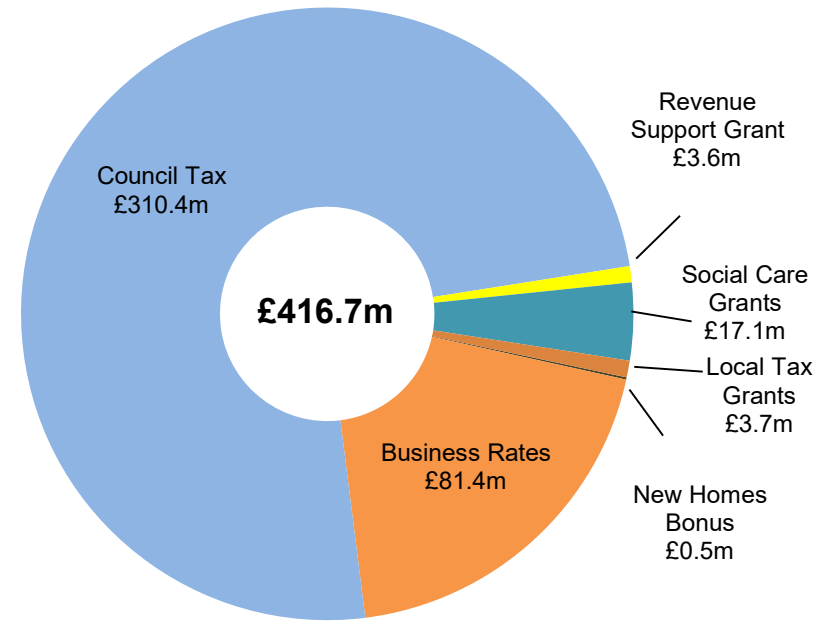


# Revenue Budget Summary 2021/22 - net revenue budget

## How we will spend your money (net)



## Where the money comes from (net)



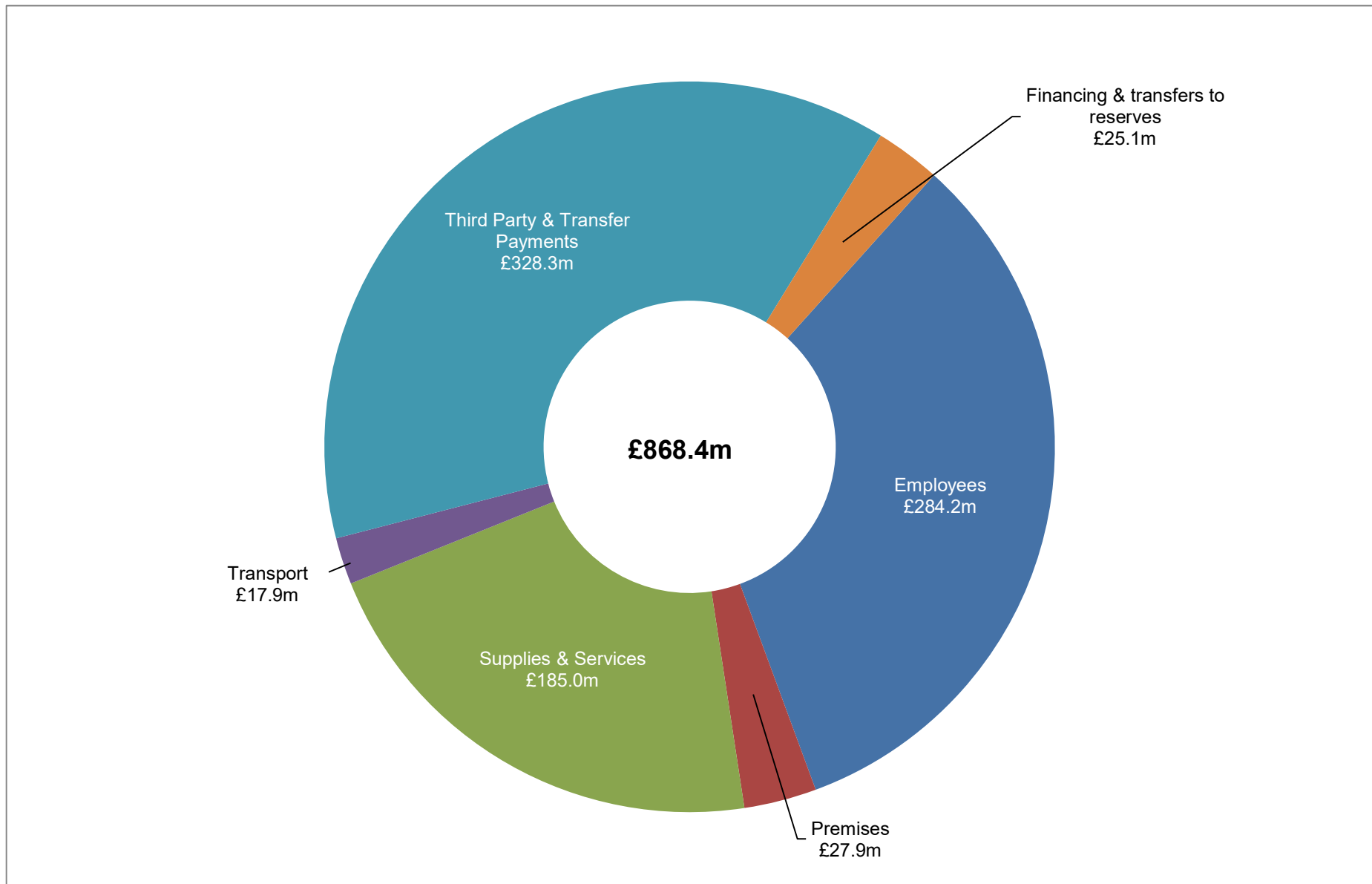
## Revenue Budget Summary 2021/22 - budget changes 2020/21 to 2021/22

	2020/21	Additions	Reductions	2021/22 Net	Change	
	Rebased Net Budget			Budget		
	£'000	£'000	£'000	£'000	£'000	%
Adult Social Care	184,093	8,006	(18)	192,081	7,988	4.34%
Public Health	-	-	-	-	-	0.00%
Business Services / Orbis	24,036	966	(136)	24,866	830	3.45%
Children's Services (inc. schools)	88,838	6,595	(157)	95,276	6,438	7.25%
Communities, Economy & Transport	61,330	1,206	(594)	61,942	612	1.00%
Governance Services	6,987	222	-	7,209	222	3.18%
<b>Total Departments</b>	<b>365,284</b>	<b>16,996</b>	<b>(905)</b>	<b>381,374</b>	<b>16,091</b>	<b>4.40%</b>
Centrally held budgets	38,227	3,191	(6,047)	35,371	(2,856)	-7.47%
<b>Total</b>	<b>403,511</b>	<b>20,187</b>	<b>(6,952)</b>	<b>416,745</b>	<b>13,235</b>	<b>3.28%</b>

## Revenue Budget Summary 2021/22 - subjective analysis

Department	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care	53,145	899	1,129	13,551	220,895	4	289,623	(29,525)	(31,979)	(36,382)	(400)	(98,286)	744	192,081
Public Health	2,047	-	16	112	25,727	-	27,902	(26,971)	-	-	(1,248)	(28,219)	317	-
Business Services / Orbis	2,813	11,193	115	31,803	2,474	11	48,409	(2,501)	(3,062)	(9,042)	(359)	(14,964)	(8,579)	24,866
Children's Services	193,512	11,306	1,623	48,218	76,972	203	331,834	(262,521)	8,498	(5,465)	(370)	(259,858)	23,300	95,276
Communities Economy & Transport	16,637	4,146	14,991	82,463	543	2,420	121,200	(5,677)	(19,925)	(16,868)	(1,040)	(43,510)	(15,748)	61,942
Governance Services	5,378	317	58	1,998	808	-	8,559	(53)	(207)	(256)	(800)	(1,316)	(34)	7,209
<b>Services</b>	<b>273,532</b>	<b>27,861</b>	<b>17,932</b>	<b>178,145</b>	<b>327,419</b>	<b>2,638</b>	<b>827,527</b>	<b>(327,248)</b>	<b>(46,675)</b>	<b>(68,013)</b>	<b>(4,217)</b>	<b>(446,153)</b>	<b>-</b>	<b>381,374</b>
Centrally held budgets	10,693	-	-	6,809	900	22,504	40,906	(70)	-	-	(5,465)	(5,535)	-	35,371
<b>Total</b>	<b>284,225</b>	<b>27,861</b>	<b>17,932</b>	<b>184,954</b>	<b>328,319</b>	<b>25,142</b>	<b>868,433</b>	<b>(327,318)</b>	<b>(46,675)</b>	<b>(68,013)</b>	<b>(9,682)</b>	<b>(451,688)</b>	<b>-</b>	<b>416,745</b>

# Revenue Budget Summary 2021/22 - subjective analysis



# Revenue Budgets - Adult Social Care

2020/21		2021/22													
Rebased Net Budget	Employees	Premises	Transport	Supplies and Services	Third Party & Transfer Payments	Financing and Transfer to Reserves	Total Expenditure	Government Grants	Other Grants and Contributions	Fees, Charges & Receipts	Financing and Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Physical Support, Sensory Support and Support for Memory &amp; Cognition</b>															
50,864	Residential & Nursing	3,910	209	86	373.00	74,464	-	79,042	-	(3,140)	(18,479)	-	(21,619)	126	57,549
6,334	Supported & Other Accommodation	-	-	-	-	6,537	-	6,537	-	-	-	-	-	-	6,537
27,306	Home Care	6,017	-	344	93.00	22,462	-	28,916	-	(810)	-	-	(810)	3	28,109
1,550	Day Care	208	97	-	29.00	1,485	-	1,819	-	-	(429)	-	(429)	149	1,539
17,716	Direct Payments	-	-	-	-	18,386	-	18,386	-	-	-	-	-	-	18,386
(6,624)	Other Services	695	17	14	6,108.00	2,080	-	8,914	(2,018)	(13,534)	-	-	(15,552)	-	(6,638)
(9,824)	Fairer Charging *	-	-	-	-	-	-	-	-	-	(10,347)	-	(10,347)	-	(10,347)
-	- Meals in the Community	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>87,322</b>	<b>Subtotal</b>	<b>10,830</b>	<b>323</b>	<b>444</b>	<b>6,603.00</b>	<b>125,414</b>	<b>-</b>	<b>143,614</b>	<b>(2,018)</b>	<b>(17,484)</b>	<b>(29,255)</b>	<b>-</b>	<b>(48,757)</b>	<b>278</b>	<b>95,135</b>
<b>Learning Disability Support</b>															
38,785	Residential & Nursing	1,615	104	8	92.00	40,932	-	42,751	-	-	(3,318)	-	(3,318)	25	39,458
13,726	Supported & Other Accommodation	1,691	22	32	23.00	12,619	-	14,387	-	(21)	(137)	-	(158)	16	14,245
1,287	Home Care	-	-	-	-	1,367	-	1,367	-	-	-	-	-	-	1,367
3,761	Day Care	1,904	136	32	63.00	1,765	4	3,904	-	-	(389)	-	(389)	312	3,827
7,369	Direct Payments	-	-	-	-	7,641	-	7,641	-	-	-	-	-	-	7,641
2,211	Other Services	1,296	10	68	82.00	982	-	2,438	(153)	(5)	(98)	-	(256)	5	2,187
(1,352)	Fairer Charging *	-	-	-	-	-	-	-	-	-	(1,352)	-	(1,352)	-	(1,352)
<b>65,787</b>	<b>Subtotal</b>	<b>6,506</b>	<b>272</b>	<b>140</b>	<b>260.00</b>	<b>65,306</b>	<b>4</b>	<b>72,488</b>	<b>(153)</b>	<b>(26)</b>	<b>(5,294)</b>	<b>-</b>	<b>(5,473)</b>	<b>358</b>	<b>67,373</b>
<b>Mental Health Support</b>															
3,191	Residential & Nursing	-	-	-	-	3,902	-	3,902	-	-	(538)	-	(538)	-	3,364
2,596	Supported & Other Accommodation	-	-	-	-	2,702	-	2,702	-	-	-	-	-	-	2,702
395	Home Care	-	-	-	-	431	-	431	-	-	-	-	-	-	431
33	Day Care	36	3	1	15.00	35	-	90	-	(52)	(2)	-	(54)	-	36
1,018	Direct Payments	-	-	-	-	1,055	-	1,055	-	-	-	-	-	-	1,055
(695)	Other Services	-	-	-	-	3,005	-	3,005	(34)	(4,166)	-	-	(4,200)	-	(1,195)
(497)	Fairer Charging *	-	-	-	-	-	-	-	-	-	(497)	-	(497)	-	(497)

# Revenue Budgets - Adult Social Care

2020/21		2021/22														
Rebased Net Budget	£'000	Employees	Premises	Transport	Supplies and Services	Third Party & Transfer Payments	Financing and Transfer to Reserves	Total Expenditure	Government Grants	Other Grants and Contributions	Fees, Charges & Receipts	Financing and Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>6,041 Subtotal</b>		<b>36</b>	<b>3</b>	<b>1</b>	<b>15.00</b>	<b>11,130</b>	<b>-</b>	<b>11,185</b>	<b>(34)</b>	<b>(4,218)</b>	<b>(1,037)</b>	<b>-</b>	<b>(5,289)</b>	<b>-</b>	<b>5,896</b>	
<b>Substance Misuse Support</b>																
476 Other Services (including residential)		-	-	-	-	476	-	476	-	-	-	-	-	-	-	476
<b>476 Subtotal</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>476</b>	<b>-</b>	<b>476</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>476</b>
<b>Other Adult Services</b>																
434 Other Services		568	-	4	36.00	137	-	745	-	-	-	-	-	-	-	745
<b>434 Subtotal</b>		<b>568</b>	<b>-</b>	<b>4</b>	<b>36.00</b>	<b>137</b>	<b>-</b>	<b>745</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>745</b>
<b>2,498 Equipment &amp; Assistive Technology</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>3,316.00</b>	<b>2,283</b>	<b>-</b>	<b>5,599</b>	<b>-</b>	<b>(2,557)</b>	<b>(544)</b>	<b>-</b>	<b>(3,101)</b>	<b>-</b>	<b>2,498</b>	
<b>6,520 Supporting People</b>		<b>560</b>	<b>13</b>	<b>-</b>	<b>4.00</b>	<b>5,857</b>	<b>-</b>	<b>6,434</b>	<b>-</b>	<b>(310)</b>	<b>-</b>	<b>-</b>	<b>(310)</b>	<b>-</b>	<b>6,124</b>	
<b>459 Safer Communities</b>		<b>457</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>425</b>	<b>-</b>	<b>885</b>	<b>-</b>	<b>(25)</b>	<b>-</b>	<b>(400)</b>	<b>(425)</b>	<b>-</b>	<b>460</b>	
<b>22,969 Assessment &amp; Care Management</b>		<b>25,522</b>	<b>79</b>	<b>391</b>	<b>1,115.00</b>	<b>877</b>	<b>-</b>	<b>27,984</b>	<b>(54)</b>	<b>(3,191)</b>	<b>(132)</b>	<b>-</b>	<b>(3,377)</b>	<b>15</b>	<b>24,622</b>	
<b>694 Carers</b>		<b>1,271</b>	<b>-</b>	<b>88</b>	<b>390.00</b>	<b>1,490</b>	<b>-</b>	<b>3,239</b>	<b>-</b>	<b>(2,545)</b>	<b>-</b>	<b>-</b>	<b>(2,545)</b>	<b>-</b>	<b>694</b>	
<b>(9,107) Management &amp; Support</b>		<b>7,395</b>	<b>209</b>	<b>58</b>	<b>1,812.00</b>	<b>7,500</b>	<b>-</b>	<b>16,974</b>	<b>-</b>	<b>(1,623)</b>	<b>(120)</b>	<b>-</b>	<b>(1,743)</b>	<b>93</b>	<b>15,324</b>	
<b>- Improved Better Care Fund and Disabled Facilities Grant</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(27,266)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(27,266)</b>	<b>-</b>	<b>(27,266)</b>	
<b>184,093 Total</b>		<b>53,145</b>	<b>899</b>	<b>1,129</b>	<b>13,551</b>	<b>220,895</b>	<b>4</b>	<b>289,623</b>	<b>(29,525)</b>	<b>(31,979)</b>	<b>(36,382)</b>	<b>(400)</b>	<b>(98,286)</b>	<b>744</b>	<b>192,081</b>	

\* Fairer Charging is income from clients for non residential/nursing services. This represents contributions towards packages of care that may include a combination of Supported Accommodation, Home Care, Day Care, Direct Payments or Other Services.

Main changes between years	£'000
<b>Rebased Net Budget 2020/21</b>	<b>184,093</b>
Growth / Pressures	1,702
Inflation	6,304
Savings	-
Pay award	-
Tfrs between depts	(18)
<b>Departmental Estimate 2021/22</b>	<b>192,081</b>

# Revenue Budgets - Public Health

2020/21		2021/22												
Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
10,429	Mental Health and Best Start	-	-	-	-	10,704	-	10,704	-	-	-	-	-	10,704
11,368	Risky Behaviours and Threats to Health	13	-	-	60	10,427	-	10,500	-	-	-	-	50	10,550
3,066	Health Systems	-	-	-	9	2,857	-	2,866	-	-	-	-	-	2,866
643	Communities	-	-	-	-	1,278	-	1,278	-	-	-	-	-	1,278
(25,506)	Central Support	2,034	-	16	43	461	-	2,554	(26,971)	-	-	(1,248)	267	(25,398)
<b>- Total</b>		<b>2,047</b>	<b>-</b>	<b>16</b>	<b>112</b>	<b>25,727</b>	<b>-</b>	<b>27,902</b>	<b>(26,971)</b>	<b>-</b>	<b>-</b>	<b>(1,248)</b>	<b>317</b>	<b>-</b>

Main changes between years	£'000
Rebased Net Budget 2020/21	-
Growth / Pressures	-
Inflation	-
Savings	-
Pay Award	-
Tfrs between depts	-
Departmental Estimate 2021/22	-



# Revenue Budgets - Children's Services

2020/21		2021/22													
Rebased Net Budget	Employees	Premises	Transport	Supplies & Services	Transfers & Third Party Payments	Financing & Transfers to Reserves	Total Expenditure	Government Grants	Other Grants & Contributions	Fees, Charges & Receipts	Financing & Planned Use of Reserves	Total Income	Internal Recharges (exp & inc)	Net Service Expenditure	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Early Help &amp; Social Care</b>															
1,141	Policy Support & Commissioned Services	1,959	-	10	129	660	-	2,758	(1,746)	(77)	-	-	(1,823)	206	1,141
5,747	Early Help Keywork and Children's Centres	6,689	407	181	507	100	-	7,884	-	(2,072)	(55)	-	(2,127)	(96)	5,661
13,060	Locality Social Work & Family Assessment	8,663	-	221	386	3,764	-	13,034	-	(262)	-	-	(262)	25	12,797
31,745	Looked After Children	11,740	210	554	2,280	27,923	203	42,910	(1,961)	(246)	(3,785)	-	(5,992)	195	37,113
3,079	Other Children & Families	1,931	32	86	49	4,038	-	6,136	(2,254)	(398)	-	-	(2,652)	(195)	3,289
695	Youth Justice	1,179	28	31	29	326	-	1,593	(617)	(281)	-	-	(898)	-	695
<b>55,467</b>	<b>Subtotal</b>	<b>32,161</b>	<b>677</b>	<b>1,083</b>	<b>3,380</b>	<b>36,811</b>	<b>203</b>	<b>74,315</b>	<b>(6,578)</b>	<b>(3,336)</b>	<b>(3,840)</b>	<b>-</b>	<b>(13,754)</b>	<b>135</b>	<b>60,696</b>
<b>Education &amp; ISEND</b>															
11,651	ISEND	17,593	95	275	5,460	38,220	-	61,643	(48,278)	(112)	(652)	-	(49,042)	(781)	11,820
2,775	Standards & Learning Effectiveness	3,780	-	105	24,859	529	-	29,273	(26,730)	(1,259)	(227)	(99)	(28,315)	1,816	2,774
281	Other Education	214	-	-	73	187	-	474	(192)	-	-	0	(192)	-	282
<b>14,707</b>	<b>Subtotal</b>	<b>21,587</b>	<b>95</b>	<b>380</b>	<b>30,392</b>	<b>38,936</b>	<b>-</b>	<b>91,390</b>	<b>(75,200)</b>	<b>(1,371)</b>	<b>(879)</b>	<b>(99)</b>	<b>(77,549)</b>	<b>1,035</b>	<b>14,876</b>
<b>887</b>	<b>Adoption South East</b>	1,257	-	36	243	-	-	1,536	-	(563)	-	-	(563)	2	975
-	<b>Schools</b>	132,018	10,508	59	12,605	1,110	-	156,300	(178,372)	14,023	-	(100)	(164,449)	8,149	-
<b>Management &amp; Support</b>															
13,335	Admissions & Transport	436	-	7	263	1	-	707	(1,089)	-	(20)	(171)	(1,280)	14,886	14,313
3,094	Management & Support	4,508	26	25	1,223	114	-	5,896	(1,282)	(149)	(718)	-	(2,149)	(922)	2,825
1,348	Safeguarding	1,545	-	33	112	-	-	1,690	-	(106)	(8)	-	(114)	15	1,591
<b>17,777</b>	<b>Subtotal</b>	<b>6,489</b>	<b>26</b>	<b>65</b>	<b>1,598</b>	<b>115</b>	<b>-</b>	<b>8,293</b>	<b>(2,371)</b>	<b>(255)</b>	<b>(746)</b>	<b>(171)</b>	<b>(3,543)</b>	<b>13,979</b>	<b>18,729</b>
<b>88,838</b>	<b>Total</b>	<b>193,512</b>	<b>11,306</b>	<b>1,623</b>	<b>48,218</b>	<b>76,972</b>	<b>203</b>	<b>331,834</b>	<b>(262,521)</b>	<b>8,498</b>	<b>(5,465)</b>	<b>(370)</b>	<b>(259,858)</b>	<b>23,300</b>	<b>95,276</b>

Main changes between years	£'000
<b>Rebased Net Budget 2020/21</b>	<b>88,838</b>
Growth / Pressures	6,040
Inflation	555
Savings	(134)
Pay Award	-
Tfrs between depts	(23)
<b>Departmental Estimate 2021/22</b>	<b>95,276</b>

## Capital programme - Adult Social Care

Adult Social Care	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Remaining Budget Total
	MTFP Period										
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Specific Projects:</b>											
Greenacres	120	144									264
House Adaptations	50	50	50	50							200
<b>Gross Expenditure</b>	<b>170</b>	<b>194</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>464</b>
S106 & CIL											
Other Specific Funding	(120)	(144)									(264)
<b>Net Expenditure</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>

## Capital programme - Children's Services

Children's Services	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Remaining Budget Total
	MTFP Period										
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Target led basic need:</b>											
Schools Delegated Capital	791	760	729	0							2,280
<b>Specific Projects:</b>											
House Adaptations	50	50	50	50							200
Conquest Centre redevelopment	83										83
<b>Gross Expenditure</b>	<b>924</b>	<b>810</b>	<b>779</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,563</b>
S106 & CIL											
Other Specific Funding	(791)	(760)	(729)								(2,280)
<b>Net Expenditure</b>	<b>133</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>283</b>