



## GENERAL FUND BUDGET SUMMARY 2021/22

|  | Gross<br>Expenditure<br>2021/22<br>£000 | Gross<br>Income<br>2021/22<br>£000 | Net<br>Budget<br>2021/22<br>£000 |
|--|---|------------------------------------|----------------------------------|
| Adult Social Care  | 182,835                                 | (65,799)                           | 117,036                          |
| Public Health  | 19,766                                  | (19,766)                           | 0                                |
| Children's Services  | 177,570                                 | (109,474)                          | 68,095                           |
| Environment & Community  | 98,331                                  | (47,063)                           | 51,268                           |
| Regeneration & Economy   | 68,960                                  | (49,112)                           | 19,847                           |
| Resources  | 146,207                                 | (112,903)                          | 33,304                           |
| Transformation Revenue Implications                                  | 3,500                                   | 0                                  | 3,500                            |
| Corporate Priorities   | 7,186                                   | (950)                              | 6,236                            |
| <b>Net cost of services</b>  | <b>704,354</b>                          | <b>(405,068)</b>                   | <b>299,286</b>                   |
| Pensions   | 6,101                                   | (562)                              | 5,539                            |
| Contingency  | 3,594                                   |                                    | 3,594                            |
| Contingency for pay award  | 1,772                                   |                                    | 1,772                            |
| <b>Levies</b>  |   |                                    |                                  |
| Environment Agency   | 509                                     |                                    | 509                              |
| Fisheries  | 90                                      |                                    | 90                               |
| <b>Corporate income and expenditure</b>                              |   |                                    |                                  |
| Interest on borrowings   | 3,181                                   |                                    | 3,181                            |
| Interest on cash investments   |   | (45)                               | (45)                             |
| Investment property income   |   | (6,213)                            | (6,213)                          |
| Revenue expenditure on surplus assets                                | 171                                     |                                    | 171                              |
| Dividend income  |   | (100)                              | (100)                            |
| Income from HRA  |   | (949)                              | (949)                            |
| Admin Charged to Grant Income  |   | (351)                              | (351)                            |
| Apprentice Levy  | 565                                     |                                    | 565                              |
| <b>Net Operating Expenditure</b>                                     | <b>720,337</b>                          | <b>(413,288)</b>                   | <b>307,049</b>                   |
| <b>Other financial items impacting on the general fund</b>           |   |                                    |                                  |
| Provision for repayment (MRP)  | 11,506                                  | (285)                              | 11,221                           |
| Movement to reserves   | 688                                     |                                    | 688                              |
| Movement from reserves - S31 NNDR Grant - offsets NNDR Deficit below |   | (39,512)                           | (39,512)                         |
| Movement from reserves - Council Tax / NNDR Losses Grant             |   | (1,021)                            | (1,021)                          |
| Transformation Programme Costs                                       | 23,590                                  | (23,590)                           | 0                                |
| Transformation Saving Target 2021/22                                 |   | (7,500)                            | (7,500)                          |
| Refinancing of Capital Programme                                     |   | (25,078)                           | (25,078)                         |
| Review of inherited resources  |   | (4,738)                            | (4,738)                          |
|  | 35,784                                  | (101,724)                          | (65,940)                         |
| <b>Net Budget Requirement</b>  | <b>756,121</b>                          | <b>(515,012)</b>                   | <b>241,109</b>                   |
| <b>Other funding before Council Tax Requirement</b>                  |   |                                    |                                  |
| New Homes Bonus Grant  |   | (2,563)                            | (2,563)                          |
| LCTS Grant 2021/22   |   | (3,833)                            | (3,833)                          |
| Lower Tier Service Grant 2021/22                                     |   | (445)                              | (445)                            |
| Sales, fees and charges compensation 2021/22                         |   | (1,649)                            | (1,649)                          |
| Top Slice Covid Pressures Grant 2021/22                              |   | (1,030)                            | (1,030)                          |
| Collection Fund Deficit Distribution (Council Tax)                   | 2,027                                   |                                    | 2,027                            |
| Collection Fund Deficit Distribution (NNDR)                          | 40,322                                  |                                    | 40,322                           |
| Net Income from Business Rates - inc S31 Grant                       |   | (56,375)                           | (56,375)                         |
| Revenue support grant  |   | (3,022)                            | (3,022)                          |
|  | 42,349                                  | (68,917)                           | (26,568)                         |
| <b>Total Council Tax Requirement</b>                                 | <b>798,470</b>                          | <b>(583,929)</b>                   | <b>214,541</b>                   |

## Service Directorate Budget Summary 2021/22

|  | Gross Expenditure<br>2021/22<br>£000's | Gross Income<br>2021/22<br>£000's | Net Budget<br>2021/22<br>£000's |
|--|--|-----------------------------------|---------------------------------|
| <b>Adult Social Care - Services</b>            |  |                                   |                                 |
| Statutory Services                             | 2,744                                  | (353)                             | 2,391                           |
| Learning Disability & Mental Health            | 52,749                                 | (7,106)                           | 45,643                          |
| Long Term Conditions                           | 85,904                                 | (39,920)                          | 45,984                          |
| Access & Carers                                | 1,862                                  | (164)                             | 1,698                           |
| Specialist Services                            | 2,930                                  | (453)                             | 2,477                           |
| In House Services                              | 2,973                                  | (1,011)                           | 1,962                           |
| Director Services                              | 1,202                                  | (95)                              | 1,107                           |
|  | <b>150,364</b>                         | <b>(49,101)</b>                   | <b>101,263</b>                  |
| <b>Adult Social Care - Commissioning</b>       |  |                                   |                                 |
| Strategic Commissioning - Long Term Conditions | 27,966                                 | (8,235)                           | 19,732                          |
| Strategic Commissioning - Disabilities         | 1,082                                  | (52)                              | 1,030                           |
| Planning & Quality Assurance                   | 1,345                                  | (157)                             | 1,188                           |
| Strategic Development and Change Management    | 723                                    | (13)                              | 711                             |
| Strategic Workforce Planning and Development   | 688                                    | 0                                 | 688                             |
| Strategic Director Commissioning               | 666                                    | (8,241)                           | (7,575)                         |
|  | <b>32,471</b>                          | <b>(16,698)</b>                   | <b>15,773</b>                   |
| <b>Total for Adult Social Care</b>             | <b>182,835</b>                         | <b>(65,799)</b>                   | <b>117,036</b>                  |
| <b>Public Health</b>                           |  |                                   |                                 |
| Public Health                                  | 19,766                                 | (19,766)                          | 0                               |
| <b>Total for Public Health</b>                 | <b>19,766</b>                          | <b>(19,766)</b>                   | <b>0</b>                        |
| <b>Children's Social Care</b>                  |  |                                   |                                 |
| Children's Social Care                         | 44,665                                 | (5,143)                           | 39,522                          |
| Inclusion & Family Services                    | 17,534                                 | (2,689)                           | 14,845                          |
| Quality & Commissioning                        | 11,243                                 | (1,056)                           | 10,187                          |
| CSM General                                    | 1,456                                  | (6)                               | 1,450                           |
| Dedicated Schools Grant                        | 97,855                                 | (97,855)                          | 0                               |
| Partnerships                                   | 4,816                                  | (2,726)                           | 2,090                           |
| <b>Total for Children's Services</b>           | <b>177,570</b>                         | <b>(109,474)</b>                  | <b>68,095</b>                   |
| <b>Communities</b>                             |  |                                   |                                 |
| Communities                                    | 6,893                                  | (1,643)                           | 5,250                           |
| Environment                                    | 55,429                                 | (20,637)                          | 34,792                          |
| Housing  | 36,009                                 | (24,783)                          | 11,226                          |
| <b>Total for Environment &amp; Community</b>   | <b>98,331</b>                          | <b>(47,063)</b>                   | <b>51,268</b>                   |
| <b>Destination &amp; Culture</b>               |  |                                   |                                 |
| Destination & Culture                          | 30,470                                 | (24,372)                          | 6,098                           |
| Development                                    | 2,249                                  | 882                               | 3,131                           |
| Growth & Infrastructure                        | 36,241                                 | (25,623)                          | 10,619                          |
| <b>Total for Regeneration &amp; Economy</b>    | <b>68,960</b>                          | <b>(49,112)</b>                   | <b>19,847</b>                   |
| <b>Executive</b>                               |  |                                   |                                 |
| Executive                                      | 1,547                                  | (172)                             | 1,375                           |
| Finance  | 12,267                                 | (4,138)                           | 8,130                           |
| Insurance                                      | 3,850                                  | (377)                             | 3,473                           |
| Corporate Management Costs                     | 1,695                                  | (348)                             | 1,347                           |
| Housing Benefits                               | 104,017                                | (104,507)                         | (490)                           |
| ICT  | 10,187                                 | (651)                             | 9,536                           |
| Law & Governance                               | 6,782                                  | (2,470)                           | 4,312                           |
| Organisational Development                     | 5,861                                  | (240)                             | 5,621                           |
| <b>Total for Resources</b>                     | <b>146,207</b>                         | <b>(112,903)</b>                  | <b>33,304</b>                   |
| <b>Transformation</b>                          |  |                                   |                                 |
| Transformation                                 | 3,500                                  | 0                                 | 3,500                           |
| <b>Total for Transformation</b>                | <b>3,500</b>                           | <b>0</b>                          | <b>3,500</b>                    |
| <b>Corporate Priorities</b>                    |  |                                   |                                 |
| Corporate Priorities                           | 7,186                                  | (950)                             | 6,236                           |
| <b>Corporate Priorities</b>                    | <b>7,186</b>                           | <b>(950)</b>                      | <b>6,236</b>                    |
| <b>Net cost of services</b>                    | <b>704,354</b>                         | <b>(405,068)</b>                  | <b>299,286</b>                  |

## GENERAL FUND BUDGET SUMMARY 2020/21 & 2021/22

|  | Working Net*<br>Budget<br>2020/21<br>£000's | Net<br>Budget<br>2021/22<br>£000 |
|--|---|----------------------------------|
| Adult Social Care  | 111,479                                     | 117,036                          |
| Public Health  | 0   | 0                                |
| Children's Services  | 61,724                                      | 68,095                           |
| Environment & Community  | 50,343                                      | 51,268                           |
| Regeneration & Economy   | 6,881                                       | 19,847                           |
| Resources  | 32,913                                      | 33,304                           |
| Transformation Revenue Implications                                  | 0   | 3,500                            |
| Corporate Priorities   | 1,400                                       | 6,236                            |
| <b>Net cost of services</b>  | <b>264,741</b>                              | <b>299,286</b>                   |
| Pensions   | 5,611                                       | 5,539                            |
| Contingency  | 1,151                                       | 3,594                            |
| Contingency for pay award  | 0   | 1,772                            |
| <b>Levies</b>  |   |                                  |
| Environment Agency   | 509   | 509                              |
| Fisheries  | 88  | 90                               |
| <b>Corporate income and expenditure</b>                              |   |                                  |
| Interest on borrowings   | 1,799                                       | 3,181                            |
| Interest on cash investments   | (185)                                       | (45)                             |
| Investment property income   | (6,213)                                     | (6,213)                          |
| Revenue expenditure on surplus assets                                | 171   | 171                              |
| Dividend income  | (100)                                       | (100)                            |
| Income from HRA  | (949)                                       | (949)                            |
| Admin Charged to Grant Income  | (351)                                       | (351)                            |
| Apprentice Levy  | 565   | 565                              |
| <b>Net Operating Expenditure</b>                                     | <b>266,837</b>                              | <b>307,049</b>                   |
| <b>Other financial items impacting on the general fund</b>           |   |                                  |
| Revenue contribution to capital - general                            | 2,839                                       | 0                                |
| Provision for repayment (MRP)  | 10,570                                      | 11,221                           |
| Movement to reserves   | 734   | 688                              |
| High Needs Reserve Contribution                                      | 1,230                                       | 0                                |
| Movement from reserves - S31 NNDR Grant - offsets NNDR Deficit below | 0   | (39,512)                         |
| Movement from reserves - Council Tax / NNDR Losses Grant             | 0   | (1,021)                          |
| Transformation Programme Costs                                       | 0   | 0                                |
| Transformation Saving Target 2021/22                                 | 0   | (7,500)                          |
| Refinancing of Capital Programme                                     | 0   | (25,078)                         |
| Review of inherited resources  | 0   | (4,738)                          |
|  | 15,373                                      | (65,940)                         |
| <b>Net Budget Requirement</b>  | <b>282,210</b>                              | <b>241,109</b>                   |
| <b>Other funding before Council Tax Requirement</b>                  |   |                                  |
| New Homes Bonus Grant  | (2,648)                                     | (2,563)                          |
| LCTS Grant 2021/22   | 0   | (3,833)                          |
| Lower Tier Service Grant 2021/22                                     | 0   | (445)                            |
| Sales, fees and charges compensation 2021/22                         | 0   | (1,649)                          |
| Top Slice Covid Pressures Grant 2021/22                              | 0   | (1,030)                          |
| Collection Fund (Surplus) / Deficit Distribution (Council Tax)       | (1,380)                                     | 2,027                            |
| Collection Fund Deficit Distribution (NNDR)                          | 0   | 40,322                           |
| Net Income from Business Rates - inc S31 Grant                       | (58,102)                                    | (56,375)                         |
| Revenue support grant  | (3,005)                                     | (3,022)                          |
|  | <b>(65,135)</b>                             | <b>(26,568)</b>                  |
| <b>Total Council Tax Requirement</b>                                 | <b>217,075</b>                              | <b>214,541</b>                   |

\*Working budget is the original budget set in February 2020 as well any budgets changes made in year.

## Medium Term Financial Plan 2021/22 (based on absolute budget)

|  | Adjusted<br>Net<br>Budget | MTFP          | Net<br>Budget  | MTFP          | Net<br>Budget  | MTFP          | Net<br>Budget  |
|--|---------------------------|---------------|----------------|---------------|----------------|---------------|----------------|
|  | 2020/21<br>£m             | 2021/22<br>£m | 2021/22<br>£m  | 2022/23<br>£m | 2022/23<br>£m  | 2023/24<br>£m | 2023/24<br>£m  |
| Adult Social Care <i>(Including Public Health)</i>           | 111.4                     | 5.1           | 116.5          | 9.3           | 125.8          | 10.3          | 136.1          |
| Children's Services  | 61.7                      | 6.9           | 68.6           | 2.4           | 71.0           | 2.2           | 73.2           |
| Environment & Community                                      | 50.4                      | 0.9           | 51.2           | 1.3           | 52.6           | 0.6           | 53.2           |
| Regeneration & Economy                                       | 6.9                       | 13.0          | 19.9           | (8.5)         | 11.3           | (0.5)         | 10.8           |
| Resources  | 32.9                      | 0.3           | 33.2           | (0.2)         | 33.0           | 0.2           | 33.2           |
| Transformation Revenue Implications                          | 0.0                       | 3.5           | 3.5            | 0.5           | 4.0            | 0.5           | 4.5            |
| Corporate Priorities   | 1.4                       | 4.8           | 6.2            | (1.7)         | 4.6            |               | 4.6            |
| <b>Net cost of services</b>                                  | <b>264.7</b>              | <b>34.4</b>   | <b>299.2</b>   | <b>3.1</b>    | <b>302.3</b>   | <b>13.3</b>   | <b>315.6</b>   |
| Pensions   | 5.6                       | (0.1)         | 5.5            | (0.1)         | 5.5            | 0.2           | 5.7            |
| Contingency  | 1.2                       | 2.4           | 3.6            | (1.9)         | 1.7            | 0.1           | 1.8            |
| Contingency - pay award                                      | 0.0                       | 1.8           | 1.8            | 3.1           | 4.9            | 3.3           | 8.2            |
| Levies (Environment Agency / Fisheries)                      | 0.6                       | 0.0           | 0.6            |               | 0.6            |               | 0.6            |
| Interest on borrowing  | 1.8                       | 1.4           | 3.2            | (0.0)         | 3.2            | (0.0)         | 3.2            |
| Interest on cash investments                                 | (0.2)                     | 0.1           | (0.0)          |               | (0.0)          |               | (0.0)          |
| Investment property income                                   | (6.2)                     | 0.0           | (6.2)          | (1.2)         | (7.4)          |               | (7.4)          |
| Revenue expenditure on surplus assets                        | 0.2                       | 0.0           | 0.2            |               | 0.2            |               | 0.2            |
| Dividend income  | (0.1)                     | 0.0           | (0.1)          |               | (0.1)          |               | (0.1)          |
| Income from HRA  | (0.9)                     | 0.0           | (0.9)          |               | (0.9)          |               | (0.9)          |
| Admin Charged to Grant Income                                | (0.4)                     | 0.0           | (0.4)          |               | (0.4)          |               | (0.4)          |
| Apprentice Levy  | 0.6                       | 0.0           | 0.6            |               | 0.6            |               | 0.6            |
| Revenue contribution to capital                              | 2.8                       | (2.8)         | 0.0            |               | 0.0            | 0.0           | 0.0            |
| Provision for repayment borrowing (MRP)                      | 10.6                      | 0.7           | 11.3           | 0.7           | 12.0           | 0.4           | 12.4           |
| Movement to and (from) reserves - inc unearmarked            | 0.7                       | 0.0           | 0.7            |               | 0.7            |               | 0.7            |
| High needs reserve contribution                              | 1.2                       | (1.2)         | 0.0            |               | 0.0            |               | 0.0            |
| Use of Reserves - NNDR Section 31 Grant                      | 0.0                       | (39.5)        | (39.5)         | 39.5          | 0.0            |               | 0.0            |
| Use of Reserves - NNDR 75% Loss Grant                        | 0.0                       | (0.6)         | (0.6)          |               | (0.6)          |               | (0.6)          |
| Use of Reserves - Ctax 75% Loss Grant                        | 0.0                       | (0.4)         | (0.4)          |               | (0.4)          |               | (0.4)          |
| Use of Reserves - MTFP Mitigation                            | 0.0                       | 0.0           | 0.0            | (2.1)         | (2.1)          | 2.1           | 0.0            |
| Transformation Programme Costs                               | 0.0                       | 0.0           | 0.0            | 7.8           | 7.8            | (5.3)         | 2.5            |
| Transformation Saving Target 2021/22                         | 0.0                       | (7.5)         | (7.5)          | (17.5)        | (25.0)         | (17.5)        | (42.4)         |
| Refinancing of Capital Programme                             | 0.0                       | (25.1)        | (25.1)         | 25.1          | 0.0            |               | 0.0            |
| Review of inherited resources                                | 0.0                       | (4.7)         | (4.7)          | 4.7           | 0.0            | 0.0           | 0.0            |
| <b>Net Budget</b>  | <b>282.2</b>              | <b>(41.1)</b> | <b>241.1</b>   | <b>61.3</b>   | <b>302.4</b>   | <b>(3.4)</b>  | <b>299.0</b>   |
| Council Tax income   | (217.1)                   | 2.5           | (214.5)        | (14.1)        | (228.6)        | (7.0)         | (235.6)        |
| Net income from Business Rates                               | (58.1)                    | 1.7           | (56.4)         | 0.0           | (56.4)         | 0.0           | (56.4)         |
| Revenue Support Grant  | (3.0)                     | (0.0)         | (3.0)          |               | (3.0)          |               | (3.0)          |
| New Homes Bonus Grant  | (2.6)                     | 0.1           | (2.6)          | 1.7           | (0.8)          | 0.8           | 0.0            |
| LCTS Grant 2021/22   | 0.0                       | (3.8)         | (3.8)          | 3.8           | 0.0            |               | 0.0            |
| Lower Tier Service Grant 2021/22                             | 0.0                       | (0.4)         | (0.4)          | 0.4           | 0.0            |               | 0.0            |
| Sales, fees and charges compensation 2021/22                 | 0.0                       | (1.6)         | (1.6)          | 1.6           | 0.0            |               | 0.0            |
| Top Slice Covid Pressures Grant 2021/22                      | 0.0                       | (1.0)         | (1.0)          | 1.0           | 0.0            |               | 0.0            |
| Collection Fund (Surplus) / Deficit Distribution NNDR        | 0.0                       | 40.3          | 40.3           | (39.5)        | 0.9            |               | 0.9            |
| Collection Fund (Surplus) / Deficit Distribution Council Tax | (1.4)                     | 3.4           | 2.0            | 0.6           | 2.7            |               | 2.7            |
| <b>Total Funding</b>   | <b>(282.2)</b>            | <b>41.1</b>   | <b>(241.1)</b> | <b>(44.2)</b> | <b>(285.3)</b> | <b>(6.1)</b>  | <b>(291.5)</b> |
| <b>Annual – Net Funding Gap</b>                              | <b>(0.0)</b>              | <b>(0.0)</b>  | <b>(0.0)</b>   | <b>17.0</b>   | <b>17.0</b>    | <b>(9.5)</b>  | <b>(9.5)</b>   |
| <b>Cumulative MTFP – Net Funding Gap</b>                     |                           |               | <b>(0.0)</b>   |               | <b>17.0</b>    |               | <b>7.5</b>     |