

# BUDGET BOOK 2021/22



**One borough: one community:  
London's growth opportunity**



# Contents

## **Introduction & Medium-Term Financial Strategy**

<i>Introduction</i>	1
<i>Finance Contacts and Financial Regulations</i>	2
<i>Development of the 2021-22 Budget</i>	3
<i>Medium Term Financial Plan</i>	4
<i>Budget Challenges</i>	5-10
<i>The Council's funding</i>	11-13
<i>The Council's expenditure</i>	14-15
<i>Levies</i>	16
<i>Reserves</i>	17-18
<i>Treasury management and capital strategy</i>	19-20
<i>Revenue and Capital budget classification</i>	21-22

## **Budgets by Strategic Commissioner and Service Blocks**

<i>Care &amp; Support</i>	24
<i>Central</i>	26
<i>Community Solutions</i>	28
<i>Core Services</i>	30
<i>Education, Youth and Childcare</i>	32
<i>Law &amp; Governance</i>	34
<i>Inclusive Growth</i>	36
<i>Policy &amp; Participation</i>	38
<i>SDI Commissioning</i>	40
<i>My Place</i>	42

## **Capital Budgets**

<i>Capital Programme Budgets</i>	44
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## **Introduction**

The budget framework for 2021-22 was prepared in the context of unprecedented uncertainty arising from the continuing impact of the COVID-19 pandemic. The impact on the community of COVID-19 has resulted in financial pressures to the Council throughout 2020-21 which will have implications for years to come including 2021-22. It must, however, be recognised that the Council has worked in partnership with the local community to ensure that no resident is left behind and many links with the community have been forged and strengthened since March 2020.

The COVID-19 pandemic has have a profound impact on the activity and finances of the council. It has resulted in three major financial effects on the council's financial position; additional costs, income loss and agreed savings at risk.

The Council has paid over £29m to local businesses in COVID-19 grants. To support vulnerable local residents the Council has provided additional Council Tax Support in addition to providing food deliveries and other support.

The wider context within which this Budget and MTFS has been prepared is one of unprecedented uncertainty. The financial sustainability of the whole of Local Government has been tested like never before in the response to the COVID-19 pandemic.

There have been significant cuts over a number of years to revenue support grant from the Ministry of Housing, Communities and Local Government (MHCLG) which, combined with increasing demographic and demand led pressures and the cost of the COVID-19 response, result in the need to identify savings and transformation proposals to deliver a sustainable MTFS. The 2021-22 Budget includes a number of savings and growth proposals.

The fair funding reforms and 75% business rates retention proposals are expected to be a benefit the council when introduced. These reforms were due to be introduced in 2020-21 following the four-year funding settlement. These reforms have now been delayed until 2022-23 at the earliest. The council has therefore lost the financial benefit from these reforms in 2020-21 and 2021-22 resulting in a wider savings gap in these financial years.

The Spending Review, published by Government in November 2020, provided a single year financial framework for 2021-22 only. The absence of a financial framework over a number of years significantly hampers the ability of the Council to assess the robustness of the MTFS beyond a one-year time frame, thereby increasing the uncertainty of financial projections from 2022-23 onwards.

The approach of the Council continues to be to invest in the borough to generate growth and prosperity, while redesigning and transforming council services to meet the needs of the community at a lower cost.

## Finance Contacts

If you have any queries in relation to the budget book, please contact one of the following officers:

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If you require further information on the budget book please contact:

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## Financial Regulations

The Council’s Financial Regulations including Financial Planning (section 2) and Budget Management (section 3) can be found on the following link (Part 4, Chapter 2):

<https://modgovapp.barking-dagenham.gov.uk/ieListDocuments.aspx?CId=626&MId=10108&Ver=4&Info=1>

## Development of the 2021/22 Budget

### An investment led strategy

The Medium Financial Strategy reflects the priorities, ambition and agreed strategies of the Council. It aims to bring alive the Council's vision: "One Borough; One Community; London's Growth Opportunity" and the corporate priorities that support this vision:

**1. Inclusive Growth.** All activity related to homes, jobs, place and environment will be organised into a single strategy, focused on intervening in our economy in order to improve economic outcomes for all residents.

**2. Prevention, independence and resilience.** All activity relating to people facing public service is organised into a single strategy, focused on intervening in society in order to improve health and wellbeing outcomes for all residents, at every stage of life.

**3. Participation & engagement.** All activity related to community engagement and social infrastructure is organised into a single strategy focused on giving every resident the power to influence local decisions, and to pursue their version of the good life.

These strategic priorities will sit alongside our continued efforts to build and embed our new kind of council and will drive all council activity in the years ahead. Critically, each has an important part to play in managing future demand on council services. The financial position set out in the MTFS is designed to reflect this position.

The Council's approach for the future aims to break with the tradition of previous budget rounds. In place of service cuts and salami slicing, our plans pivot around investment in our borough and investment in changing how our Council operates. In particular:

- Investing in our borough to deliver investment returns and much need infrastructure (e.g. houses and schools);
- Investing in new and reformed services that:
  - Help to manage demand by supporting people to overcome the root cause of the problems that they face and support them to live more sustainable and independent lives
  - Are more commercial and better able to generate income so that services are preserved and jobs protected.
- Investing in service improvements where we know we can perform better if we modernise what we do;
- Investing in changing the way we work.

This budget and MTFS signals a reverse to that trend, putting our balance sheet to work to generate financial returns to the Council and benefits for the community.

## Medium Term Financial Plan 2021/22 to 2024/25

**Table 1: MTFS 2021/22 to 2024/25**



### MEDIUM TERM FINANCIAL STRATEGY Summary Model – MTFS February 2021

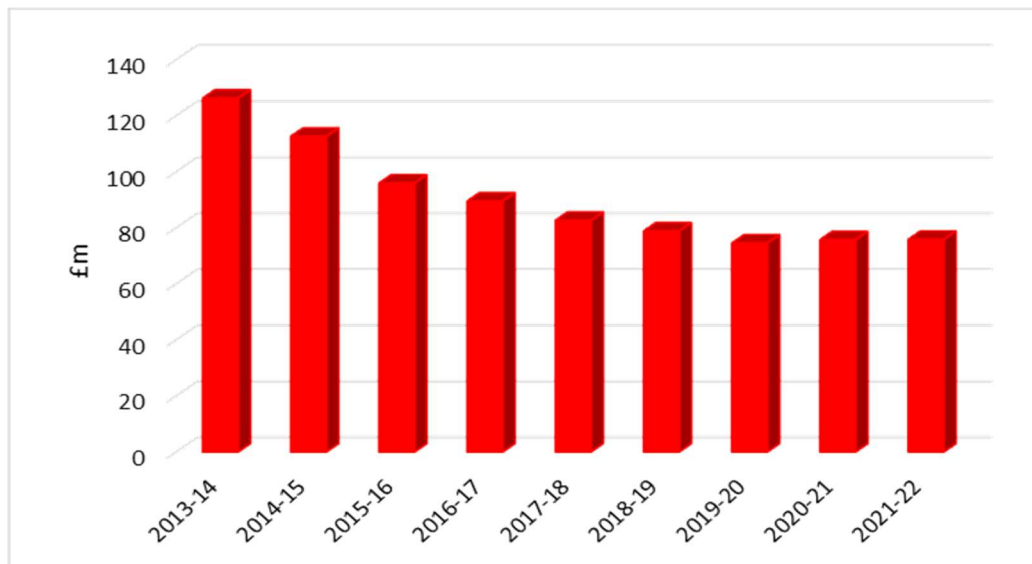
	2019/20 Outturn	2020/21 Budget	2020/21 Forecast Outturn	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast
	£m	£m	£m	£m	£m	£m	£m
<b>NET COST OF SERVICES</b>	<b>157.933</b>	<b>152.869</b>	<b>152.869</b>	<b>161.318</b>	<b>176.365</b>	<b>176.909</b>	<b>179.817</b>
<b>Financial Planning</b>							
Savings - Existing Plans	-	(12.696)	(12.696)	(2.641)	(0.850)	(1.227)	-
Savings - to be identified	-	-	-	-	(6.525)	(7.567)	(7.117)
Growth	-	18.896	23.357	17.428	7.319	11.102	12.202
Capital	-	0.040	0.040	0.260	0.600	0.600	-
<b>COVID-19 Response</b>							
Additional Costs	-	-	27.610	-	-	-	-
Income Reductions	-	-	12.307	-	-	-	-
Reprofiled Savings	-	-	5.723	-	-	-	-
Government Grants & Funding	-	-	(34.636)	(7.694)	-	-	-
<b>Net Expenditure</b>	<b>157.933</b>	<b>159.109</b>	<b>174.575</b>	<b>168.671</b>	<b>176.909</b>	<b>179.817</b>	<b>184.902</b>
<b>Reserves</b>							
Contributions to Earmarked Reserves	5.400	3.407	3.407	7.062	-	-	-
Contributions from Earmarked Reserves	(8.592)	-	(4.461)	(3.407)	(6.756)	(1.600)	-
COVID-19 use of Reserves	-	-	(9.005)	-	-	-	-
Use of General Reserve	-	-	(2.000)	2.000	-	-	-
<b>Net Expenditure after Reserves</b>	<b>154.741</b>	<b>162.516</b>	<b>162.516</b>	<b>174.326</b>	<b>170.153</b>	<b>178.217</b>	<b>184.902</b>
<b>Funding</b>							
NDR/RSG	(81.160)	(80.608)	(80.608)	(80.593)	(77.088)	(79.468)	(81.188)
Section 31 Grants	-	-	-	-	-	-	-
Other Grants	(7.707)	(7.656)	(7.656)	(10.948)	(8.676)	(8.590)	(8.513)
(Surplus)/Deficit on Collection Fund	(1.793)	(1.745)	(1.745)	2.663	3.100	3.100	-
Company Dividends	(2.295)	(5.958)	(5.958)	(12.490)	(12.995)	(12.807)	(12.807)
Investment Income	-	(0.762)	(0.762)	(5.712)	(2.377)	(4.542)	(3.042)
NHB Payments	-	-	-	1.543	0.499	-	-
<b>Demand on Collection Fund</b>	<b>61.786</b>	<b>65.787</b>	<b>65.787</b>	<b>68.789</b>	<b>72.616</b>	<b>75.910</b>	<b>79.352</b>
<b>Council Taxbase</b>	<b>50,009</b>	<b>51,204</b>	<b>51,204</b>	<b>50,996</b>	<b>52,271</b>	<b>53,055</b>	<b>53,850</b>
<b>Council Tax at Band D (£)</b>	<b>1,235.50</b>	<b>1,284.80</b>	<b>1,284.80</b>	<b>1,348.91</b>	<b>1,389.24</b>	<b>1,430.78</b>	<b>1,473.56</b>
Council Tax Precept £m	61.786	65.787	65.787	68.789	72.616	75.910	79.352
Percentage Increase in Council Tax	-	3.99%	3.99%	4.99%	2.99%	2.99%	2.99%

As per government legislation the Council has set a balanced budget for 2021/22.

There will be a transfer to earmarked reserves of £5.7m in 2021/22

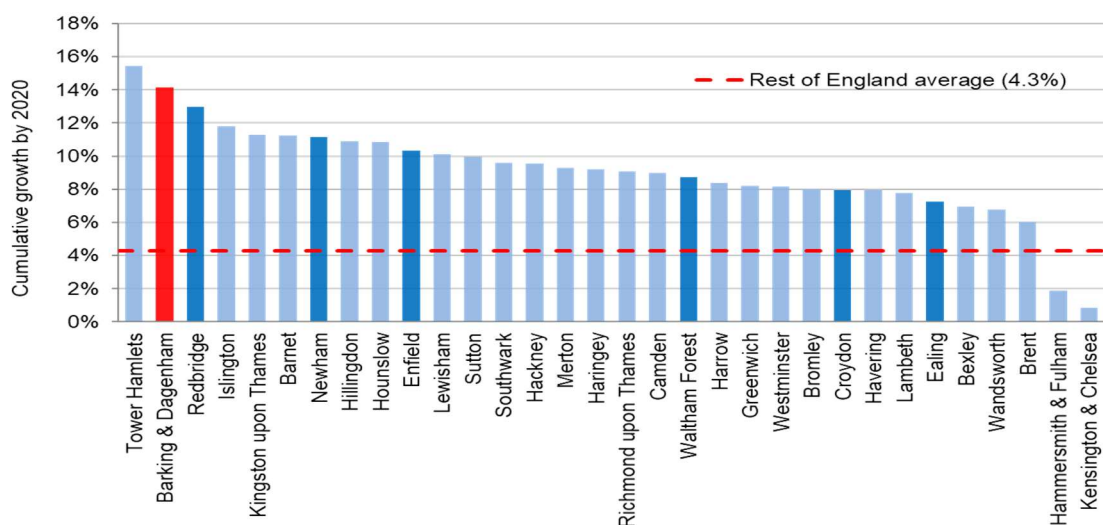
## Budget Challenges

The funding the Council receives from government has consistently reduced since public sector austerity was introduced in 2010-11. In 2013-14 local government were allocated a share of business rates from their area. Since 2013-14 government grants have reduced by over 40%. In 2013-14 our grant was £126m, in 2021-22 our grant will be £76m.



Government grant funding 2013-14 to 2021-22

Barking and Dagenham also has seen the second highest population growth in London during the same time period and almost 10% higher than the average English local authority. Our residents tend to be younger than the average in other London boroughs and many of our residents face a range of challenges and disadvantages that mean that they may need help and support from the Council at some point.

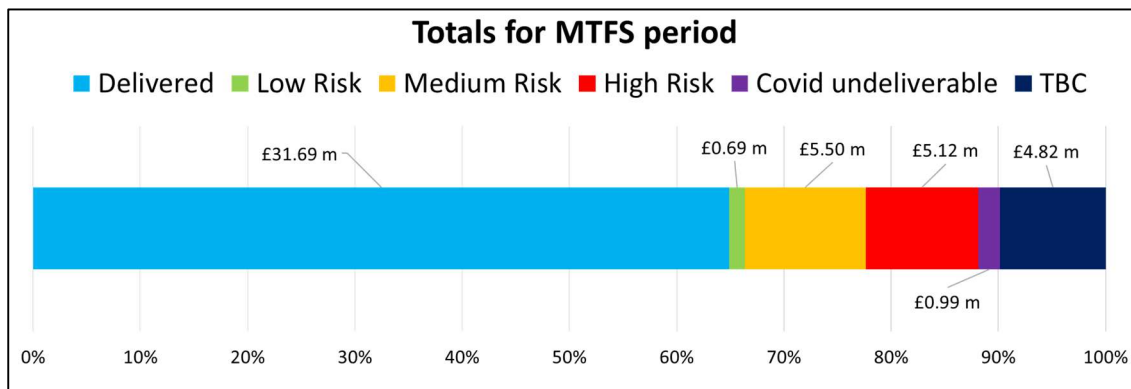


London Population growth 2013-2020

The combination of reducing funding and a growing population meant the Council had to do something in order to be able to continue to provide services to local residents and businesses. The Ambition 2020 programme began in 2017 and will deliver a New Kind of Council whilst delivering almost £50m in savings. A primary focus of the programme was to maximise housing, business and economic growth within the borough.

This includes the creation of an investment portfolio, the establishment of subsidiary companies to deliver services more efficiently and generate additional income and the redesign of all Council services into a New Kind of Council. The funding for the programme that delivered this scale of transformation has been largely drawn from the Flexible Use of Capital Receipts and further information on this can be found in Appendix G.

The Ambition 2020 programme identified £48.8m of savings to be delivered over the four years of the programme. The chart below summarises progress to date:



2020-21 is the fourth and final year of the original Ambition 2020 savings and transformation programme. The total savings for the programme is £48.8m of which £36.129m was originally profiled as to be delivered by the end of 2019-20 and £12.696m was due to be delivered in 2020-21.

The total delivered so far is £31.69m leaving £17.11m so far undelivered, of which £12.7m was planned to be delivered in 2020-21. The total savings yet to be delivered in 2020-21 were already high risk even before the COVID-19 situation arose and the response to the pandemic has considerably worsened the situation. A small number of savings have been assessed as impossible to deliver but may be possible to reinstate in future years. In addition, there are a large number of savings where the original plans have been delayed or are much more difficult/high risk than first anticipated.

The progress of the delivery of approved savings is reported in the regular budget monitoring reports to Cabinet. Any savings that are not delivered in full will result in an overspend and an increased drawdown on reserves.

Delivering agreed savings is essential to deliver a balanced budget for 2021-22 and beyond.



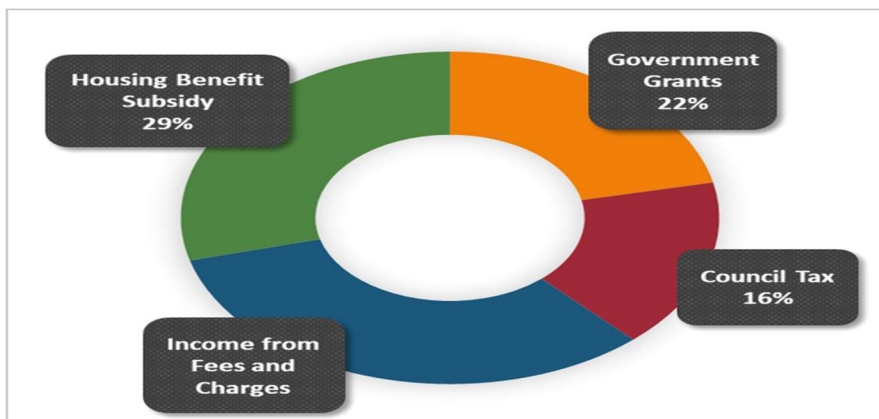
Where agreed proposals are deemed to be unachievable these should be replaced with alternative proposals by the service responsible, subject to Cabinet approval.

We have continued to invest in our services by focusing our resources to meet the needs of the community and deliver the priorities set out in the Corporate Plan. Our Borough Manifesto has 11 aspirations which form the long-term vision for the Borough:

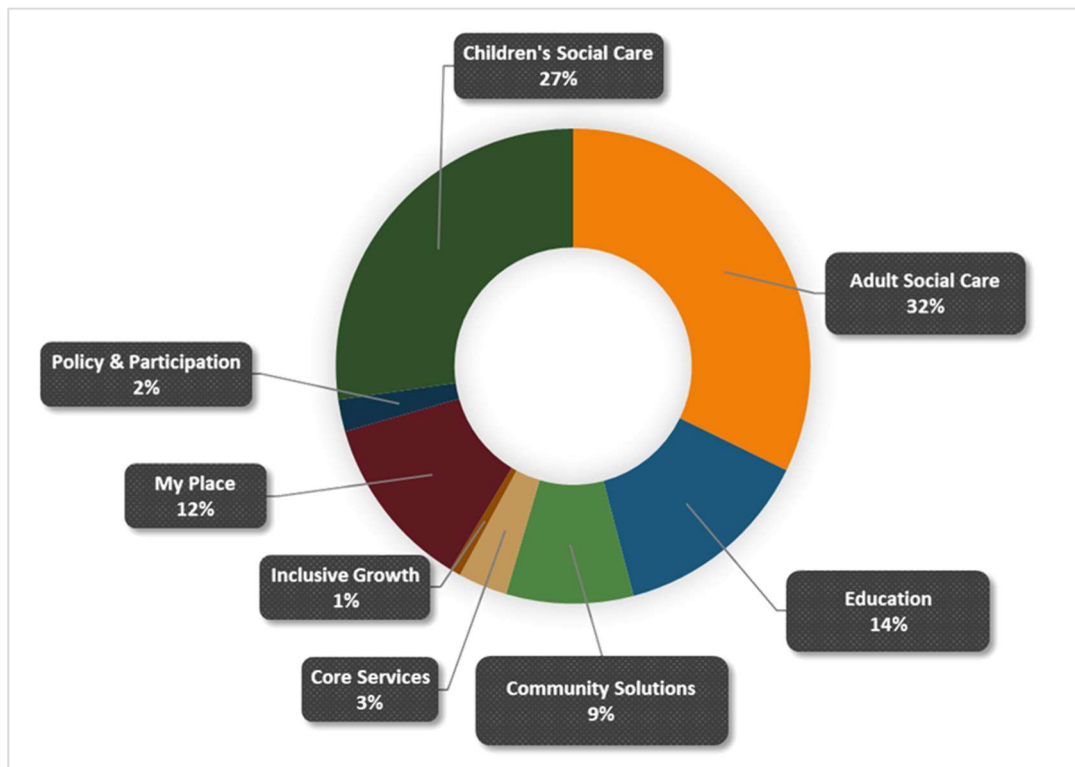


Over the course of many years the focus of the MTFs has been to deliver a transformed Council whilst maintain our financial sustainability. Over £175m of savings have been delivered since 2010. We have carefully set aside money into reserves and used these when necessary. This careful and prudent approach to financial management has enabled the Council to be in a position to meet the cost to the Council of COVID, which is set out in more detail in section 3 of this report.

**Funding for the Council largely comes from the following sources:**



Our budget allocates funds to services in the proportions set out below. 73% of our budget is spent on Social Care and Education.



The continued aim of the Council is to prioritise investment in services for the most vulnerable in a sustainable way. The Council takes an innovative approach to the way it delivers services and the way it finances these through the development of its investment and acquisition strategy.

### COVID-19 Pandemic

The COVID-19 pandemic has continued to have a profound and unprecedented impact on the activity and finances of the council. The pandemic has resulted in three major financial effects on the council's financial position:

- Additional costs
- Income loss
- Agreed savings at risk

The cost to the council of the COVID-19 pandemic response at the time of writing is estimated to be £55.3m in 2020-21. Government have provided emergency grant funding (un-ringfenced and ringfenced) of £28.2m and an income loss guarantee scheme with an expected benefit of £5.5m in addition to NHS funding of £0.9m leaving a residual cost pressure to the

council of £20.7m. If council tax and business rates income losses of £9.6m are excluded the pressure on the general fund is £11.1m (council tax and business rates losses are accounted for within the Collection Fund where deficits are accounted for in future financial years). The £11.1m cost pressure is equivalent to a £50 charge to every resident in the borough. The council can manage this cost pressure of £11.1m by utilising reserve balances.

COVID-19 is driving greater demand for particular services and consequently increases in costs. Anticipated latent demand is expected to emerge in some Care and Support services as lockdown and shielding restrictions ease, e.g. domiciliary care in Adults and LAC support in Children's.

In addition, costs that are not yet quantified may arise and these maybe dependant on the actions that partner organisations take or avoid which results in increased costs for the council. We work closely with partner organisations to ensure that our plans do not cause each other unintended financial consequences.

There are a number of savings proposals that were agreed and built into the 2020-21 budget. Some of these savings proposals are unable to be delivered whilst the council is focused on the pandemic response. Where these savings are not achieved, they will be funded from reserves as described above and the planned saving achieved in 2021-22.

The number of residents claiming Council Tax Support has increased due to the economic effects of COVID-19 during 2020-21 reversing the declining trend over a number of years. This has resulted in the Council Tax base reducing and further detail is included in paragraph 6.4 of this report.

The council has provided grant funding to businesses during 2020-21 of over £29m through 13 different grant schemes. The Revenues and Benefits team have worked incredibly hard to ensure that businesses receive the grants that are available to them in a timely way. In addition, officers have worked to safeguard public funds identifying ineligible and fraudulent claims.

COVID-19 has had a devastating effect on some of our most vulnerable residents. The Council has responded to this need by utilising the strength and breadth of its services that have been developed in the New Kind of Council.

However, the pandemic has not stopped the activity of the Council. We have continued to deliver the priorities set out in the Corporate Plan demonstrating the opportunities available and ensuring we remain focused on 'no one left behind'.

There will inevitably be additional costs that will continue beyond 2020-21 due to the extended nature of lockdown through winter 2020-21. The impact of the continued lockdown will continue to be closely monitored and these assumptions may need to be revised, for example to take in to account the effect of a wave of the COVID-19 virus in winter 2021-22 or a significant change in behaviour within the community. In recognition of the ongoing nature of the pandemic the Government have provided further support. A grant of £7.694m has been provided in 2021-22 and the income guarantee scheme for fees and charges will continue for at least the first quarter of 2021-22.

### **Reduction in government grants**

The Revenue support grant for 2021/22 is £18.119m, this equates to just under half of what the Council received in 2016/17.

Proposals for NHB in 2021-22 now seem much clearer, although not fully confirmed yet. MHCLG has confirmed that it will “honour” the legacy payments in respect of Years 8 and 9, and that there will be a new round of one-off payments for Year 11. Year 10 did not attract legacy payments (i.e. it was one-off) and the Government is “not intending to revisit this decision”. So, authorities can expect payments for only years 8, 9 and 11 in 2021-22. The original legacy payments that were included in the MTFS have been written off.

### **Decrease in Council Tax Base**

Whilst it is welcome that the Borough has increasing its tax base as this generally means additional income, but it also places pressures on council services such as waste collection, education, and social services.

For 2021-22, due to the adverse impacts from Covid-19, the Council has seen a large rise in the number of residents claiming Council Tax Support which reduces the number of chargeable properties and therefore income.

A large proportion of new residents moving into the Borough face high levels of deprivation therefore will qualify for council tax support; this reduces the income the Council can receive which means additional budgetary pressure.

### **East London Waste Authority**

East London Waste Authority (ELWA) Each year the Council receives a levy from ELWA in respect of its waste disposal and landfill costs. The levy for the authority in 2021/22 has decreased by a significant amount. This is an one-off event as ELWA has released a significant amount from their earmarked reserves. Current indications are that the levy will increase year on year especially as the Council increases its Council property base.

## Funding 2021/22

### Net Budget Requirement

The Council has a net budget requirement for 2021/22 of **£173.614 million**. This is funded from by a mixture of business rates, specific grant and council tax as shown in the summary table below.

Funding Source	Confirmed Funding 2021/22 £'000
New Homes Bonus Grant	(1,543)
LCTS Administration Grant	233
HB Administration Grant	875
LCTS Covid-19 Grant	2,022
Social Care Grant	7,818
<b>Government Funding</b>	<b>9,405</b>
Council Tax Precept	68,789
Retained NNDR Income	62,474
Revenue Support Grant (RSG)	18,119
<b>Local Funding</b>	<b>149,382</b>
Collection Fund Surplus	(2,663)
Company Returns	12,490
Investment Income	5,000
<b>Additional Funding</b>	<b>14,827</b>
<b>Total Funding</b>	<b>173,614</b>

### Council Tax Requirement 2021/22

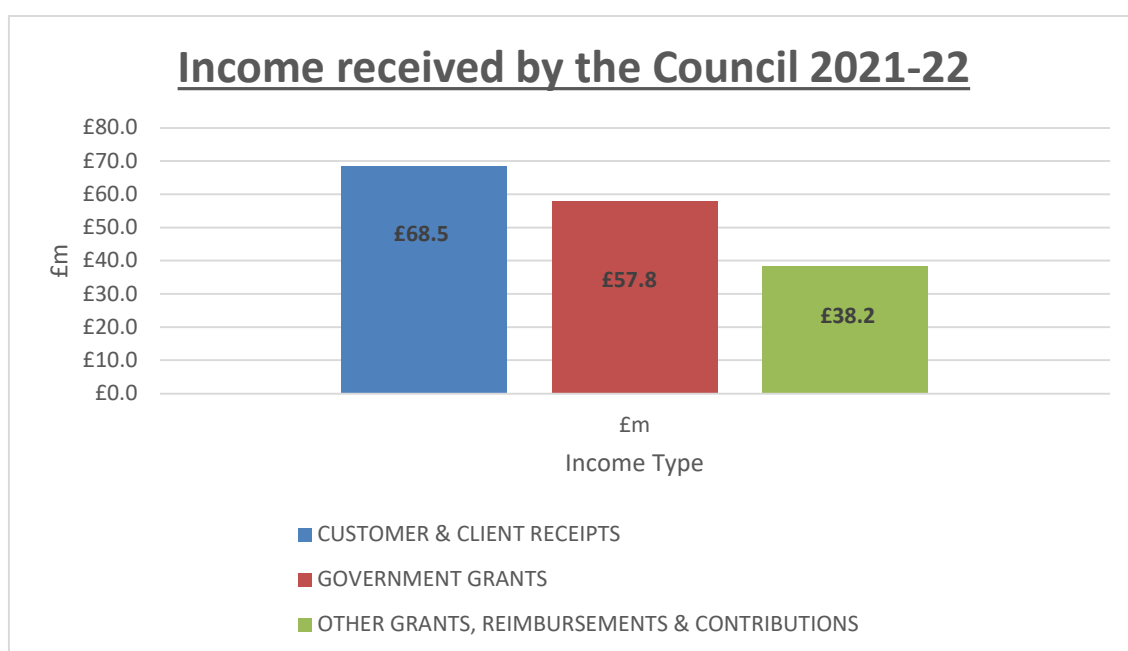
The Government's limit on council tax increases before a local referendum would be required has remained at 2%.

Assembly has been asked to agree to increase Council Tax by 4.99% (£64.11) which is the Local Authority Precept Increase of 1.99% and a 3% increase for the Adult Social Care Precept. This increase takes the level of Council Tax from £1,284.80 to £1,348.91 for a band D property.

The Greater London Authority is proposing to increase their Council Tax by 9.51% (£31.59) for a Band D property, changing the charge from £332.07 (2020/21) to £363.66 in 2021/22. The combined amount payable will therefore be £1,712.57 for 2021/22, compared to £1,616.87 in 2020/21. This is a total change of £95.70 for the Council Tax bill for 2021/22.

## Gross Income 2021/22

In addition to the funding above the Council also receives other income, as shown on the graph/table below. This income goes towards funding the Council's gross expenditure, and the resultant net budget requirement is then funded by Government grant and Council Tax as described above. This income is achieved and spent by each Council department for specific purposes. This includes grants and fees and charges in respect of individual services delivered and outcomes achieved. The graph below summarises the different income streams from which the council receives funding. Each year, the fees and charges are reviewed and reported to Cabinet in advance of the financial year following a benchmarking and market testing exercise by each directorate.



Within the Central Expenses service block the council also receives £119m as part of the housing benefit subsidy.

## Ring Fenced Funding

All of the funding and income described above goes towards funding the Authority's General Fund services. In addition to this the Council receives two other main sources of ring-fenced funding, i.e. the Dedicated Schools Grant (DSG) and Housing Revenue Account (HRA) funding, the total amounts of which are shown in the table below. This funding is not allowed to fund general services, although the General Fund can recharge and draw down either funding stream in respect of services provided for it (in a similar way as it would do to any other external organisation).

Ring-fenced Income	2021/22 £'000
DSG post Academy recoupment	247,885
HRA	107,291
<b>Total</b>	<b>355,176</b>

The Council receives its DSG allocation from the Department for Education (DfE) based on the number of pupils educated in schools and nurseries across the borough. The funding received must be allocated directly to schools, although the Council retains an element to fund some services that are run on behalf of schools. The DSG grant allocation is adjusted to account for any maintained Schools converting to Academies. The HRA income is what the Council receives in rents from its Council tenants, and it is used to fund the housing stock, such as building maintenance.

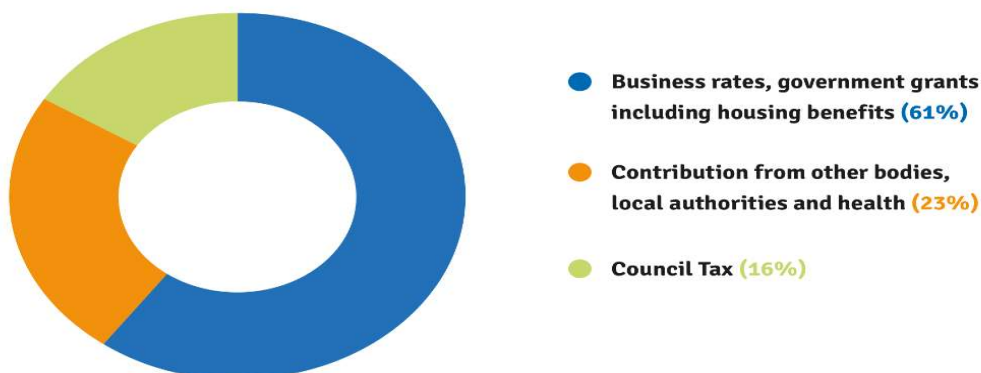
### Total Funding and Income

This table illustrates the total funding and income (excluding company returns and investment income) which is financing the total spend across the Council of £442.384 million as set out below.

Funding and Income	£'000
Retained Business Rates (NNDR)	62,474
RSG	18,119
Government Specific Grant	9,405
Council Tax	68,789
Income from Services, Other Grant, and Third-Party Payments	164,468
Housing Benefit Subsidy	119,129
	<b>442,384</b>

**Pie Chart: Total Income.** The following pie chart presents the Councils total income (as per the table above) in a graphical format, to depict the relative proportions of each main funding source.

### Where your money comes from...



## Expenditure for 2021/22

The net budget of £173.614 million is allocated by each Strategic Function of the Council as follows:

<b>STRATEGIC FUNCTION</b>	<b>ORIGINAL BUDGET*</b>
CARE & SUPPORT	94,778,870
CENTRAL	9,684,110
COMMUNITY SOLUTIONS	17,217,590
CONTRACTED SERVICES	
CORE	6,014,350
EDUCATION, YOUTH & CHILDCARE	18,581,430
INCLUSIVE GROWTH	1,304,910
LAW, GOVERNANCE & HR	- 1,386,450
MY PLACE	15,094,510
POLICY & PARTICIPATION	3,246,990
SDI COMMISSIONING	9,077,640
<b>TOTAL GENERAL FUND BUDGET</b>	<b>173,613,950</b>

\*The figures in the table are inclusive of overheads and capital charges which are not classed as controllable service expenditure.



The net budget of £173.614 million is allocated by each Business Unit of the Council as follows:

<b>SERVICE BLOCK</b>	<b>ORIGINAL BUDGET*</b>
ADULT'S CARE & SUPPORT	22,715,020
ADULTS COMMISSIONING	5,575,950
CENTRAL EXPENSES	9,684,110
CHILDREN'S CARE & SUPPORT	42,831,560
CHILDREN'S COMMISSIONING	4,038,690
COMMISSIONING - BE FIRST	205,930
COMMUNITY SOLUTIONS	1,706,600
CORE SERVICES	7,973,710
CULTURE & RECREATION	1,397,480
DISABILITIES	29,232,290
EDUCATION, YOUTH & CHILDCARE	18,581,430
ELHP	-700
ENFORCEMENT	-3368330
FINANCE	2,324,160
INCLUSIVE GROWTH	1,098,980
INNOVATION AND INVESTMENT	-4356890
INTERVENTION LIFECYCLE	-117,530
LAW & GOVERNANCE	1,981,880
LEISURE	-413,990
MY PLACE	6,943,870
PUBLIC HEALTH	-537,000
PUBLIC REALM	8,150,640
STRATEGIC LEADERSHIP	73,370
STRATEGY & PROGRAMMES	1,868,710
SUPPORT LIFECYCLE	2,043,450
TRANSFORMATION	394,790
TRIAGE LIFECYCLE	3,520,010
UNIVERSAL LIFECYCLE	4,228,530
WELFARE & COLLECTIONS LIFECYCLE	4,789,110
WORK & SKILLS LIFECYCLE	1,048,120
<b>TOTAL GENERAL FUND BUDGET</b>	<b>173,613,950</b>

\*The figures in the table are inclusive of overheads and capital charges which are not classed as controllable service expenditure

## Levies 2021/22

The amount the Council pays to levying bodies has decreased by 28% overall. This is shown in the table below:

<b>LEVIES</b>	<b>2020/21 (£)</b>	<b>2021/22 (£)</b>	<b>Change %</b>
East London Waste Authority	12,531,000	8,861,000	-29%
Environment Agency	117,104	119,783	2%
London Pension Fund Authority	173,191	174,148	1%
Lee Valley	119,846	122,754	2%
<b>TOTAL LEVIES</b>	<b>12,941,141</b>	<b>9,277,685</b>	<b>-28%</b>

## **Reserves (All reserves)**

The General Fund Balances currently stands at £17.03m as at the end of 31<sup>st</sup> March 2021 (was the same balance as at the end of 31<sup>st</sup> March 2020).

£12m is currently the minimum recommended level of balances for the General Fund Balance. This recommendation will be kept under review in the light of our changing financial context. The minimum levels of reserves are assessed annually at a local level. This assessment is based upon strategic, operational, and financial risks facing the authority. It is the responsibility of the Chief Financial Officer to ensure that the reserves are at an adequate level as per section 114 of the Local Government Finance Act 1988. The levels of reserves and their suitability are kept under constant review as the shape and size of the council changes. Any changes would be recommended to Cabinet. The current assessment of the minimum level of reserves is adequate and no change needs to be made.

There was an overspend of £4.9m in 2019/20. To balance this, we drew down the amount from the budget support reserve. The risks associated with those areas over overspending in 2020/21 have been mitigated or partially mitigated by allowing for budget growth in the latest MTFS.

## Forecast Position of Earmarked Reserves at start of 2021/22

APPENDIX I - FORECAST RESEVES	Opening Balance 2020-21 (1st April 2020)	Transfer to Reserves	Drawdown from Reserves	Forecast Closing Balance 2020-21 (31st March 2021)
<b>General Fund Balances</b>	<b>(17,030,171)</b>		2,000,000	<b>(15,030,171)</b>

### Earmarked Reserve Balances

BUTLER COURT (REFURBISHMENT)	(89,323)			(89,323)
SKILLS & LEARNING PROGRAMME RESERVE	(1,093,129)			(1,093,129)
<b>TOTAL DEPARTMENTAL RESERVE</b>	<b>(1,182,452)</b>			<b>(1,182,452)</b>
CAPITAL INVESTMENT RESERVE	(3,575,842)			(3,575,842)
<b>TOTAL CAPITAL INVESTMENT RESERVE</b>	<b>(3,575,842)</b>			<b>(3,575,842)</b>
Entities	(1,106,203)			(1,106,203)
<b>TOTAL ENTITIES RESERVE</b>	<b>(1,106,203)</b>			<b>(1,106,203)</b>
PFI RESERVE	(5,706,277)			(5,706,277)
JO RICHARDSON AND EASTBURY PFI	(7,698,827)			(7,698,827)
<b>TOTAL PFI</b>	<b>(13,405,104)</b>			<b>(13,405,104)</b>
OTHER MISCELLANEOUS	(3,643,637)			(3,643,637)
GRANTS - DEPARTMENT FOR EDUCATION	(38,700)			(38,700)
PARKING RESERVE	(254,181)			(254,181)
TREWERN OUTDOOR CENTRE RESERVE	(94,432)			(94,432)
YOS - HEALTH & JUSTICE (FROM CCG)	(115,766)			(115,766)
LEAVING CARE SERVICE (NEET FUNDING - RE CMF GRANT)	(140,074)			(140,074)
<b>TOTAL OTHER MISCELLANEOUS</b>	<b>(4,286,790)</b>			<b>(4,286,790)</b>
SERVICE GRANT CARRY FORWARDS	(1,351,026)		1,351,026	0
ELHP	(912,033)			(912,033)
INVESTMENT RESERVE	(3,265,410)			(3,265,410)
PUBLIC HEALTH RESERVE	(1,094,561)			(1,094,561)
CORPORATE RESTRUCTURING - REDUNDANCIES RESERVE	(735,000)			(735,000)
INSURANCE FUND - LIABILITY RESERVE	(1,639,009)			(1,639,009)
BUDGET SUPPORT RESERVE	(8,026,163)	(3,407,000)	11,433,163	(0)
VAT MARKET REPAYMENT	(223,406)			(223,406)
LEGAL TRADING RESERVE (LBBB SHARE)	(440,059)			(440,059)
COLLECTION FUND EQUALISATION RESERVE	(4,073,767)			(4,073,767)
ELECTIONS RESERVE	(296,755)			(296,755)
LEP HOUSING RENTAL RESERVES	(43,508)			(43,508)
EDUCATION, YOUTH & CHILDCARE RESERVE	(2,887,165)			(2,887,165)
IT RESERVE	(1,105,000)			(1,105,000)
<b>NET EARMARKED RESERVE BALANCES</b>	<b>(49,649,254)</b>			<b>(40,272,065)</b>

## Treasury Management

### Treasury Management Strategy

The Council's Treasury Management Strategy has three main streams:

- Investment Strategy – relating to the management of the Council's cash balances.
- Borrowing Strategy – relating to the financing of the Council's capital programme;
- Minimum Revenue Provision (MRP) Strategy – relating to charging to the General Fund an MRP considered to be prudent.

### The Council's cash position

At the financial year end (31st March) the level of the Council's cash balances over the past 5 years have been as follows:

2020/21 - £220m
2019/20 - £350m
2018/19 - £294m
2017/18 - £248m
2016/17 - £233m

These balances have been made up of various sources of cash, such as capital grants, s106 funding, reserves, capital receipts through the sale of assets and loans. The decrease in the cash value for 2020/21 is as a result of the Council funding a number of property investments as part of regeneration within the borough. All cash flow monitoring and investing are carried out by an in-house treasury section.

### Changes to Investment Strategy

The Council's investments are managed on the following principles, in order of priority:

1. Security – how safe is the Council's investment?
2. Liquidity – can the Council access its money when it needs to?
3. Yield – rate of return on the Council's investment

On the basis of these principles, the following actions will be followed:

- Maintain increased investment limits for major UK banks due to limited number of counterparties;
- Monitor counterparty risk using Link Asset Management's model which combines views from the Credit Rating Agencies with three other factors/considerations. This will ensure views taken are balanced; and
- Not to use derivative products due to potential instability in the financial markets at this moment in time and their being consequently unsuitable.

## **Borrowing Strategy**

The Council is allowed to borrow funds from the capital markets for two purposes:

- i. Short term temporary borrowing for day to day cash flow purposes to ensure liquidity.
- ii. Long term borrowing to finance the capital programme where the Council can demonstrate the borrowing is affordable.

The Council's borrowing as at 31 March 2021 can be split into the following elements:

- i. General Fund External Long Terms loans from the PWLB, Local Authority and private banks - £608.7m;
- ii. General Fund External Short Terms loans from the Local Authorities - £92m;
- iii. HRA PWLB and Private Bank Loans - £295.9m; and
- iv. PFI/finance lease liabilities - £131.5m.

## **Capital Strategy**

For several years the Council has invested in property as part of its regeneration strategy. In 2015, the Growth Commission Report – “No-one left behind: in pursuit of growth for the benefit of everyone” - recommended the establishment of a Borough-wide regeneration vehicle that would be an early statement of the Council's intent to increase the pace of regeneration of the borough.

Subsequently Be First was set up, with the aim of delivering long-term strategic regeneration objectives, including enhancing economic growth and prosperity for the people of Barking and Dagenham. In addition, Be First has been charged with delivering significant financial benefits to the council by bringing forward returns in New Homes Bonus and Council Tax and by delivering dividends to the Council. In 2017 the Council established a revised Investment and Acquisitions Strategy, which includes 44 schemes.

During 2020/21 the Treasury Section, in consultation with the Section 151 officer, continued its strategy of building up a debt portfolio to support the Council's investment. Although the Council has significantly increasing its long-term debt, officers have sought to ensure that the borrowing matches the relevant asset life and potential repayment profile of the Council's investment portfolio.

## **Revenue Budget**

Revenue spending funds the day-to-day provision and delivery of services and running costs, including salaries. It is financed from the council tax, government grant, business rates and other income.

The process of setting and monitoring budgets ensures that resources are used for their intended purposes. Regular and timely budget monitoring of variances against targets enables over and under spends to be identified promptly and possible changes in resource requirements to be highlighted.

**The following pages show the budgets for each cost centre grouped under the CIPFA Service Reporting Code of Practice headings. The CIPFA standard is used as listed below.**

### **Expenditure:**

#### **Employee related costs**

These include the cost of employee expenses, both direct and indirect, to the authority. Examples include:

Direct expenses - Salaries, employer's national insurance and pension contributions and agency staff.

Indirect expenses - Relocation and interview expenses, training and severance expenses.

#### **Premises related costs**

These include expenses directly related to the running of premises and land.

Examples of this type of expenditure are: Energy costs, rents, rates, water services, fixtures and fittings, cleaning and grounds maintenance of the Council's various buildings.

#### **Transport related costs**

Transport costs include all costs associated with the provision, hire and use of transport. Examples of transport costs are lease car costs, public transport and car allowances (payments made to staff in relation to travel expenses).

#### **Supplies and Services**

These include all direct supplies and service expenses such as equipment, materials, uniforms, printing and stationery, subscriptions and general office expenses.

#### **Contractor Payments**

These are payments to an external provider in return for the provision of a service, examples include; contractor payments for Waste Collection and Street Cleansing.

#### **Benefit payments**

These are Housing Benefits.

#### **Establishment costs and overheads**

This group includes staff recharges and central overheads.

**Capital financing costs**

These provide a record of the revenue impact of capital items in the revenue accounts of the authority.

**Income:****Fees, charges and sale of goods**

This group includes all income from fees, charges and sale of goods, examples include; licence fees, car parking pay & display tickets, car parking permits, planning application fees, building regulation fees, course fees, sale of equipment, stock and publications.

**Grants and contributions**

This group includes all income from grants and contributions.

**Benefits subsidy**

This group includes all benefits subsidy for Housing Benefits.

**Income recharges**

This group includes all income received by the service from recharges to internal users.

**Capital financing income**

This group includes all income received towards capital schemes. Income towards specific services that is received as part of the Revenue Support Grant is only shown on the 'Summary' and not on the individual budget pages.

**Capital Programme**

Capital expenditure is generally spending on purchasing, upgrading and improving assets such as land and buildings. The community receives benefit from capital expenditure over a long period of time. The expenditure is financed from grants, capital receipts, contributions from partner organisations, revenue contribution and borrowing.

The Council's approved capital programme is the inclusion of projects which infers the authority to spend that budget to deliver the project. The proposed draft 4-year capital programme (excluding investments & acquisitions is £267m for 2020/21 to 2023/24. The approved capital budget is £121m for 2020/21 (£79m for services and £42m for the HRA).

To ensure that all projects are properly managed and controlled the Council operates regular budget monitoring.



**BUDGETS BY STRATEGIC COMMISSIONER AND NEW SERVICE  
BLOCKS 2021/22**

# CARE & SUPPORT

**CARE AND SUPPORT BUDGETS 2021/22**

Department	CARE & SUPPORT			
	Annual Budget			Annual Budget
	ADULT'S CARE & SUPPORT	CHILDREN'S CARE & SUPPORT	DISABILITIES	
CIPFA Summary				
CUSTOMER & CLIENT RECEIPTS	(8,954,100)	(853,000)	(1,916,000)	<b>(11,723,100)</b>
GOVERNMENT GRANTS	(10,772,100)	(3,153,400)	(196,000)	<b>(14,121,500)</b>
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(15,787,000)	(1,115,400)	(822,400)	<b>(17,724,800)</b>
RECHARGES INCOME	(326,600)		(591,400)	<b>(918,000)</b>
<b>1 - Gross Controllable Income Total</b>	<b>(35,839,800)</b>	<b>(5,121,800)</b>	<b>(3,525,800)</b>	<b>(44,487,400)</b>
EMPLOYEE EXPENSES	7,474,600	17,535,490	5,860,220	<b>30,870,310</b>
PREMISES RELATED EXPENDITURE	68,300	234,500	123,880	<b>426,680</b>
SUPPLIES AND SERVICES	2,616,190	6,474,970	5,789,030	<b>14,880,190</b>
THIRD PARTY PAYMENTS	35,854,830	22,123,100	11,118,720	<b>69,096,650</b>
TRANSFER PAYMENTS	9,447,400	100,500	5,680,000	<b>15,227,900</b>
TRANSPORT RELATED EXPENDITURE	430,000	268,500	3,138,800	<b>3,837,300</b>
<b>2 - Gross Controllable Expenditure Total</b>	<b>55,891,320</b>	<b>46,737,060</b>	<b>31,710,650</b>	<b>134,339,030</b>
DEPRECIATION AND IMPAIRMENT LOSSES	1,211,500		37,140	<b>1,248,640</b>
SUPPORT SERVICES	1,452,000	1,216,300	1,010,300	<b>3,678,600</b>
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>2,663,500</b>	<b>1,216,300</b>	<b>1,047,440</b>	<b>4,927,240</b>
<b>Grand Total</b>	<b>22,715,020</b>	<b>42,831,560</b>	<b>29,232,290</b>	<b>94,778,870</b>

**CENTRAL**

## CENTRAL BUDGETS 2021/22

	CENTRAL	
	Annual Budget	Annual Budget
	CENTRAL EXPENSES	
CIPFA Summary		
CUSTOMER & CLIENT RECEIPTS	(1,200,000)	<b>(1,200,000)</b>
GOVERNMENT GRANTS	(127,758,490)	<b>(127,758,490)</b>
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(7,291,200)	<b>(7,291,200)</b>
RECHARGES INCOME	(685,000)	<b>(685,000)</b>
<b>1 - Gross Controllable Income Total</b>	<b>(136,934,690)</b>	<b>(136,934,690)</b>
EMPLOYEE EXPENSES	6,494,310	<b>6,494,310</b>
PREMISES RELATED EXPENDITURE	151,000	<b>151,000</b>
SUPPLIES AND SERVICES	7,353,910	<b>7,353,910</b>
THIRD PARTY PAYMENTS	3,545,000	<b>3,545,000</b>
TRANSFER PAYMENTS	124,305,400	<b>124,305,400</b>
<b>2 - Gross Controllable Expenditure Total</b>	<b>141,849,620</b>	<b>141,849,620</b>
SUPPORT SERVICES	2,557,280	<b>2,557,280</b>
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>2,557,280</b>	<b>2,557,280</b>
FINANCING AND INVESTMENT INCOME AND EXPENDITURE	7,040,540	<b>7,040,540</b>
OTHER OPERATING EXPENDITURE	13,880,900	<b>13,880,900</b>
<b>5 - Below the line - CIES Total</b>	<b>20,921,440</b>	<b>20,921,440</b>
ADJUSTMENTS BETWEEN ACCOUNTING BASIS & FUNDING BASIS UNDER REGULATIONS	(24,364,540)	<b>(24,364,540)</b>
<b>6 - Below the line - MIRS Total</b>	<b>(24,364,540)</b>	<b>(24,364,540)</b>
TRANSFERS TO/FROM EARMARKED RESERVES	5,655,000	<b>5,655,000</b>
<b>71005D Total</b>	<b>5,655,000</b>	<b>5,655,000</b>
<b>Grand Total</b>	<b>9,684,110</b>	<b>9,684,110</b>

## **COMMUNITY SOLUTIONS**

**COMMUNITY SOLUTIONS BUDGET 2021/22**

Department	COMMUNITY SOLUTIONS									
	Annual Budget COMMUNITY SOLUTIONS	Annual Budget ELHP	Annual Budget INTERVENTION LIFECYCLE	Annual Budget SUPPORT LIFECYCLE	Annual Budget TRIAGE LIFECYCLE	Annual Budget UNIVERSAL LIFECYCLE	Annual Budget WELFARE & COLLECTIONS LIFECYCLE	Annual Budget WORK & SKILLS LIFECYCLE	Annual Budget	Annual Budget
CIPFA Summary										
CUSTOMER & CLIENT RECEIPTS			-16,109,930			-1,270,010	-2,100,400	-494,770		-19,975,110
GOVERNMENT GRANTS		-597,000	-4,028,530	-822,800		-228,000	-588,000	-1,779,000		-8,043,330
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-169,620		-520,000	-1,116,680	-754,000	-2,038,800		-539,580		-5,138,660
RECHARGES INCOME			-1,240,750	-2,557,670	-492,140	-85,700	-1,570,310	-300,000		-6,246,570
<b>1 - Gross Controllable Income Total</b>	<b>-169,620</b>	<b>-597,000</b>	<b>-21,899,210</b>	<b>-4,497,150</b>	<b>-1,246,140</b>	<b>-3,622,510</b>	<b>-4,258,710</b>	<b>-3,113,350</b>		<b>-39,403,690</b>
EMPLOYEE EXPENSES	1,353,500		2,079,670	2,131,160	4,268,610	4,410,930	6,325,350	2,765,690		23,334,910
PREMISES RELATED EXPENDITURE	7,800		2,147,600			1,157,990		196,420		3,509,810
SUPPLIES AND SERVICES	141,420	-700	70,830	202,870	50,000	1,031,780	1,312,980	212,000		3,021,180
THIRD PARTY PAYMENTS	60,600	597,000	16,208,530	1,429,000		111,400	77,000	80,000		18,563,530
TRANSFER PAYMENTS			754,000		273,540					1,027,540
TRANSPORT RELATED EXPENDITURE	5,400					42,800	38,790	3,500		90,490
<b>2 - Gross Controllable Expenditure Total</b>	<b>1,568,720</b>	<b>596,300</b>	<b>21,260,630</b>	<b>3,763,030</b>	<b>4,592,150</b>	<b>6,754,900</b>	<b>7,754,120</b>	<b>3,257,610</b>		<b>49,547,460</b>
RECHARGES INCOME						-440,300	-500,290			-940,590
<b>3 - Gross Non-Controllable Income Total</b>						<b>-440,300</b>	<b>-500,290</b>			<b>-940,590</b>
DEPRECIATION AND IMPAIRMENT LOSSES			217,990	2,554,870	816,440	870,710	237,060			4,697,070
SUPPORT SERVICES	307,500		303,060	222,700	174,000	720,000	923,280	666,800		3,317,340
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>307,500</b>		<b>521,050</b>	<b>2,777,570</b>	<b>1,536,440</b>	<b>1,793,990</b>	<b>1,793,990</b>	<b>903,860</b>		<b>8,014,410</b>
TRANSFERS TO/FROM EARMARKED RESERVES								0		0
<b>6 - Below the line - MIRS Total</b>								<b>0</b>		<b>0</b>
<b>Grand Total</b>	<b>1,706,600</b>	<b>-700</b>	<b>-117,530</b>	<b>2,043,450</b>	<b>3,520,010</b>	<b>4,228,530</b>	<b>4,789,110</b>	<b>1,048,120</b>		<b>17,217,590</b>

## **CORE SERVICES**



## CORE BUDGET 2021/22

Department	CORE						
	Annual Budget	Annual Budget	Annual Budget	Annual Budget	Annual Budget	Annual Budget	Annual Budget
	CHIEF INFORMATION OFFICER	COMMERCIAL	CUSTOMER CONTACT	FINANCE	INNOVATION AND INVESTMENT	STRATEGIC LEADERSHIP	
CIPFA Summary							
CUSTOMER & CLIENT RECEIPTS		-1,627,000	-1,275,720		-1,565,400		-4,468,120
GOVERNMENT GRANTS			-133,900				-133,900
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-360,000		-677,100				-1,037,100
RECHARGES INCOME	-1,884,240	-146,210	-1,458,180	-1,356,200	-77,810	-477,240	-5,399,880
<b>1 - Gross Controllable Income Total</b>	<b>-2,244,240</b>	<b>-1,773,210</b>	<b>-3,544,900</b>	<b>-1,356,200</b>	<b>-1,643,210</b>	<b>-477,240</b>	<b>-11,039,000</b>
EMPLOYEE EXPENSES	3,589,070	1,417,190	3,805,540	4,088,150		513,480	13,413,430
PREMISES RELATED EXPENDITURE			36,980	33,420		1,000	71,400
SUPPLIES AND SERVICES	2,657,300	-118,950	775,660	635,200		43,600	3,992,810
THIRD PARTY PAYMENTS	3,198,100	544,350	234,170	-87,810	34,600	733,450	4,656,860
TRANSPORT RELATED EXPENDITURE	6,500	3,210	5,659,900	8,920		5,700	5,684,230
<b>2 - Gross Controllable Expenditure Total</b>	<b>9,450,970</b>	<b>1,845,800</b>	<b>10,512,250</b>	<b>4,677,880</b>	<b>34,600</b>	<b>1,297,230</b>	<b>27,818,730</b>
RECHARGES INCOME	-6,519,510	-341,330	-1,527,630	-2,603,750	-328,450	-785,290	-12,105,960
<b>3 - Gross Non-Controllable Income Total</b>	<b>-6,519,510</b>	<b>-341,330</b>	<b>-1,527,630</b>	<b>-2,603,750</b>	<b>-328,450</b>	<b>-785,290</b>	<b>-12,105,960</b>
DEPRECIATION AND IMPAIRMENT LOSSES			7,630		316,370		324,000
SUPPORT SERVICES	923,300	124,630	1,059,950	1,606,230	23,800	38,670	3,776,580
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>923,300</b>	<b>124,630</b>	<b>1,067,580</b>	<b>1,606,230</b>	<b>340,170</b>	<b>38,670</b>	<b>4,100,580</b>
FINANCING AND INVESTMENT INCOME AND EXPENDITURE					-2,760,000		-2,760,000
<b>5 - Below the line - CIES Total</b>					<b>-2,760,000</b>		<b>-2,760,000</b>
TRANSFERS TO/FROM EARMARKED RESERVES							
<b>6 - Below the line - MIRS Total</b>							
<b>Grand Total</b>	<b>1,610,520</b>	<b>-144,110</b>	<b>6,507,300</b>	<b>2,324,160</b>	<b>-4,356,890</b>	<b>73,370</b>	<b>6,014,350</b>

## **EDUCATION, YOUTH AND CHILDCARE**

## EDUCATION, YOUTH AND CHILDCARE BUDGET 2021/22

Department	EDUCATION, YOUTH & CHILDCARE	
	Annual Budget	Annual Budget
	EDUCATION, YOUTH & CHILDCARE	
CIPFA Summary		
CUSTOMER & CLIENT RECEIPTS	-1,031,980	-1,031,980
GOVERNMENT GRANTS	-9,147,290	-9,147,290
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-984,360	-984,360
RECHARGES INCOME	-4,305,890	-4,305,890
<b>1 - Gross Controllable Income Total</b>	<b>-15,469,520</b>	<b>-15,469,520</b>
EMPLOYEE EXPENSES	4,517,990	4,517,990
PREMISES RELATED EXPENDITURE	10,871,230	10,871,230
SUPPLIES AND SERVICES	2,191,480	2,191,480
THIRD PARTY PAYMENTS	529,810	529,810
TRANSPORT RELATED EXPENDITURE	66,410	66,410
<b>2 - Gross Controllable Expenditure Total</b>	<b>18,176,920</b>	<b>18,176,920</b>
RECHARGES INCOME		
<b>3 - Gross Non-Controllable Income Total</b>		
DEPRECIATION AND IMPAIRMENT LOSSES	14,566,510	14,566,510
SUPPORT SERVICES	1,914,520	1,914,520
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>16,481,030</b>	<b>16,481,030</b>
FINANCING AND INVESTMENT INCOME AND EXPENDITURE		
<b>5 - Below the line - CIES Total</b>		
TRANSFERS TO/FROM EARMARKED RESERVES	-607,000	-607,000
<b>6 - Below the line - MIRS Total</b>	<b>-607,000</b>	<b>-607,000</b>
<b>Grand Total</b>	<b>18,581,430</b>	<b>18,581,430</b>

## LAW & GOVERNANCE

## L&G BUDGET 2021/22

Department	LAW, GOVERNANCE & HR		Annual Budget
	Annual Budget ENFORCEMENT	Annual Budget LAW & GOVERNANCE	
CIPFA Summary			
CUSTOMER & CLIENT RECEIPTS	-16,714,470	-300,000	-17,014,470
GOVERNMENT GRANTS		-62,900	-62,900
INCOME			
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-937,950	-203,000	-1,140,950
RECHARGES INCOME	-1,658,400	-2,329,810	-3,988,210
<b>1 - Gross Controllable Income Total</b>	<b>-19,310,820</b>	<b>-2,895,710</b>	<b>-22,206,530</b>
EMPLOYEE EXPENSES	9,439,120	7,434,500	16,873,620
PREMISES RELATED EXPENDITURE	260,260	171,500	431,760
SUPPLIES AND SERVICES	3,912,690	748,820	4,661,510
THIRD PARTY PAYMENTS	1,252,030		1,252,030
TRANSFER PAYMENTS			
TRANSPORT RELATED EXPENDITURE	93,900	20,000	113,900
<b>2 - Gross Controllable Expenditure Total</b>	<b>14,958,000</b>	<b>8,374,820</b>	<b>23,332,820</b>
RECHARGES INCOME	-325,210	-5,221,660	-5,546,870
<b>3 - Gross Non-Controllable Income Total</b>	<b>-325,210</b>	<b>-5,221,660</b>	<b>-5,546,870</b>
DEPRECIATION AND IMPAIRMENT LOSSES	213,220	133,460	346,680
SUPPORT SERVICES	1,096,480	1,590,970	2,687,450
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>1,309,700</b>	<b>1,724,430</b>	<b>3,034,130</b>
FINANCING AND INVESTMENT INCOME AND EXPENDITURE			
OTHER OPERATING EXPENDITURE			
<b>5 - Below the line - CIES Total</b>			
ADJUSTMENTS BETWEEN ACCOUNTING BASIS & FUNDING BASIS UNDER REGULATIONS			
TRANSFERS TO/FROM EARMARKED RESERVES			
<b>6 - Below the line - MIRS Total</b>			
TRANSFERS TO/FROM EARMARKED RESERVES			
<b>71005D Total</b>			
<b>Grand Total</b>	<b>-3,368,330</b>	<b>1,981,880</b>	<b>-1,386,450</b>

## **INCLUSIVE GROWTH**

## INCLUSIVE GROWTH BUDGET 2021/22

Department	INCLUSIVE GROWTH		Annual Budget
	Annual Budget COMMISSIONING - BE FIRST	Annual Budget INCLUSIVE GROWTH	
CIPFA Summary			
CUSTOMER & CLIENT RECEIPTS		-523,820	-523,820
GOVERNMENT GRANTS			
INCOME			
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS			
RECHARGES INCOME		-769,810	-769,810
<b>1 - Gross Controllable Income Total</b>		<b>-1,293,630</b>	<b>-1,293,630</b>
EMPLOYEE EXPENSES		1,099,760	1,099,760
PREMISES RELATED EXPENDITURE			
SUPPLIES AND SERVICES		161,560	161,560
THIRD PARTY PAYMENTS			
TRANSFER PAYMENTS			
TRANSPORT RELATED EXPENDITURE			
<b>2 - Gross Controllable Expenditure Total</b>		<b>1,261,320</b>	<b>1,261,320</b>
RECHARGES INCOME		-239,200	-239,200
<b>3 - Gross Non-Controllable Income Total</b>		<b>-239,200</b>	<b>-239,200</b>
DEPRECIATION AND IMPAIRMENT LOSSES	104,170		104,170
SUPPORT SERVICES	101,760	1,370,490	1,472,250
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>205,930</b>	<b>1,370,490</b>	<b>1,576,420</b>
FINANCING AND INVESTMENT INCOME AND EXPENDITURE			
OTHER OPERATING EXPENDITURE			
<b>5 - Below the line - CIES Total</b>			
ADJUSTMENTS BETWEEN ACCOUNTING BASIS & FUNDING BASIS UNDER REGULATIONS			
TRANSFERS TO/FROM EARMARKED RESERVES			
<b>6 - Below the line - MIRS Total</b>			
TRANSFERS TO/FROM EARMARKED RESERVES			
<b>71005D Total</b>			
<b>Grand Total</b>	<b>205,930</b>	<b>1,098,980</b>	<b>1,304,910</b>

## **POLICY & PARTICIPATION**



**POLICY & PARTICIPATION BUDGET 2021/22**

Department	STRATEGY & PARTICIPATION				Annual Budget
	Annual Budget CULTURE & RECREATION	Annual Budget LEISURE	Annual Budget STRATEGY & PROGRAMMES	Annual Budget TRANSFORMATION	
CIPFA Summary					
CUSTOMER & CLIENT RECEIPTS	-229,300	-84,340	-208,090		-521,730
GOVERNMENT GRANTS			-60,000		-60,000
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-753,000	-1,311,840			-2,064,840
RECHARGES INCOME			-401,140	-133,100	-534,240
<b>1 - Gross Controllable Income Total</b>	<b>-982,300</b>	<b>-1,396,180</b>	<b>-669,230</b>	<b>-133,100</b>	<b>-3,180,810</b>
EMPLOYEE EXPENSES	1,337,910	90,570	2,597,840	361,380	4,387,700
PREMISES RELATED EXPENDITURE	248,300	34,460	42,900		325,660
SUPPLIES AND SERVICES	481,300	7,600	845,690	-198,600	1,135,990
THIRD PARTY PAYMENTS	62,200	6,900	130,100		199,200
TRANSPORT RELATED EXPENDITURE	26,290		4,550	54,210	85,050
<b>2 - Gross Controllable Expenditure Total</b>	<b>2,156,000</b>	<b>139,530</b>	<b>3,621,080</b>	<b>216,990</b>	<b>6,133,600</b>
RECHARGES INCOME			-1,374,380	-180,250	-1,554,630
<b>3 - Gross Non-Controllable Income Total</b>			<b>-1,374,380</b>	<b>-180,250</b>	<b>-1,554,630</b>
DEPRECIATION AND IMPAIRMENT LOSSES	174,430	842,660	44,610	232,680	1,294,380
SUPPORT SERVICES			295,980	258,470	554,450
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>174,430</b>	<b>842,660</b>	<b>340,590</b>	<b>491,150</b>	<b>1,848,830</b>
<b>Grand Total</b>	<b>1,348,130</b>	<b>-413,990</b>	<b>1,918,060</b>	<b>394,790</b>	<b>3,246,990</b>

## **SDI COMMISSIONING**

## SDI COMMISSIONING BUDGET 2021/22

Department	SDI COMMISSIONING			Annual Budget
	Annual Budget ADULTS COMMISSIONING	Annual Budget CHILDREN'S COMMISSIONING	Annual Budget PUBLIC HEALTH	
CIPFA Summary				
CUSTOMER & CLIENT RECEIPTS				
GOVERNMENT GRANTS	-262,560	-206,490	-17,121,360	-17,590,410
INCOME				
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-44,170	-86,500		-130,670
RECHARGES INCOME	-617,680	-533,960		-1,151,640
<b>1 - Gross Controllable Income Total</b>	<b>-924,410</b>	<b>-826,950</b>	<b>-17,121,360</b>	<b>-18,872,720</b>
EMPLOYEE EXPENSES	2,396,870	3,247,190	899,740	6,543,800
PREMISES RELATED EXPENDITURE				
SUPPLIES AND SERVICES	485,430	539,690	12,823,420	13,848,540
THIRD PARTY PAYMENTS	3,155,440	564,460	2,798,200	6,518,100
TRANSFER PAYMENTS				
TRANSPORT RELATED EXPENDITURE	200	11,400		11,600
<b>2 - Gross Controllable Expenditure Total</b>	<b>6,037,940</b>	<b>4,362,740</b>	<b>16,521,360</b>	<b>26,922,040</b>
RECHARGES INCOME	-135,740			-135,740
<b>3 - Gross Non-Controllable Income Total</b>	<b>-135,740</b>			<b>-135,740</b>
DEPRECIATION AND IMPAIRMENT LOSSES				
SUPPORT SERVICES	598,160	502,900	63,000	1,164,060
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>598,160</b>	<b>502,900</b>	<b>63,000</b>	<b>1,164,060</b>
FINANCING AND INVESTMENT INCOME AND EXPENDITURE				
OTHER OPERATING EXPENDITURE				
<b>5 - Below the line - CIES Total</b>				
ADJUSTMENTS BETWEEN ACCOUNTING BASIS & FUNDING BASIS UNDER REGULATIONS				
TRANSFERS TO/FROM EARMARKED RESERVES				
<b>6 - Below the line - MIRS Total</b>				
TRANSFERS TO/FROM EARMARKED RESERVES				
<b>71005D Total</b>				
<b>Grand Total</b>	<b>5,575,950</b>	<b>4,038,690</b>	<b>-537,000</b>	<b>9,077,640</b>

## MY PLACE

## MY PLACE BUDGET 2021/22

Department	MY PLACE		Annual Budget
	Annual Budget	Annual Budget	
	MY PLACE	PUBLIC REALM	
CIPFA Summary			
CUSTOMER & CLIENT RECEIPTS	-7,611,910	-3,393,410	-11,005,320
GOVERNMENT GRANTS		-13,900	-13,900
INCOME			
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-1,423,000	-1,274,890	-2,697,890
RECHARGES INCOME	-1,304,650	-8,773,190	-10,077,840
<b>1 - Gross Controllable Income Total</b>	<b>-10,339,560</b>	<b>-13,455,390</b>	<b>-23,794,950</b>
EMPLOYEE EXPENSES	9,052,820	16,545,810	25,598,630
PREMISES RELATED EXPENDITURE	9,359,870	610,230	9,970,100
SUPPLIES AND SERVICES	1,707,790	2,109,600	3,817,390
THIRD PARTY PAYMENTS	14,152,790	3,237,900	17,390,690
TRANSFER PAYMENTS	176,000		176,000
TRANSPORT RELATED EXPENDITURE	267,800	2,235,490	2,503,290
<b>2 - Gross Controllable Expenditure Total</b>	<b>34,717,070</b>	<b>24,739,030</b>	<b>59,456,100</b>
RECHARGES INCOME	-4,451,730	-5,626,800	-10,078,530
<b>3 - Gross Non-Controllable Income Total</b>	<b>-4,451,730</b>	<b>-5,626,800</b>	<b>-10,078,530</b>
DEPRECIATION AND IMPAIRMENT LOSSES	9,614,420	521,030	10,135,450
SUPPORT SERVICES	-21,704,330	1,972,770	-19,731,560
<b>4 - Gross Non-Controllable Expenditure Total</b>	<b>-12,089,910</b>	<b>2,493,800</b>	<b>-9,596,110</b>
FINANCING AND INVESTMENT INCOME AND EXPENDITURE			
OTHER OPERATING EXPENDITURE			
<b>5 - Below the line - CIES Total</b>			
ADJUSTMENTS BETWEEN ACCOUNTING BASIS & FUNDING BASIS UNDER REGULATIONS			
TRANSFERS TO/FROM EARMARKED RESERVES			
<b>6 - Below the line - MIRS Total</b>			
TRANSFERS TO/FROM EARMARKED RESERVES			
<b>71005D Total</b>			
<b>Grand Total</b>	<b>7,835,870</b>	<b>8,150,640</b>	<b>15,986,510</b>

## CAPITAL PROGRAMME 2021/22

The proposed capital programme of £121m (excluding investments & acquisitions), summarised by Strategic Functions, is shown below. These budgets will still be subject to change, roll-forwards and re-profiling.

Strategic Function	Capital Budget £'000
HRA	20,400
Care & Support	1,841
Enforcement	1,233
Core	-
Education, Youth & Childcare	12,200
TFL	-
CIL	403
Culture, Recreation & Heritage	6,405
My Place	5,000
Transformation	-
Public Realm	50
OTHER	-
<b>Total</b>	<b>49,170</b>

## CAPITAL PROGRAMME FINANCING 2021/22

The proposed funding for the capital programme is shown below. These budgets will still be subject to change, roll-forwards and re-profiling.

Funding Type	£'000
HRA/MRR	20,400
Grant	19,041
Borrowing	8,418
CIL/S106	1,311
Capital Receipts/Reserves	-
Revenue	-
<b>Total</b>	<b>49,170</b>

