

# BUDGET BOOK 2017/18



Encouraging civic pride



Enabling social responsibility



Growing the borough

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

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## **Message from Claire Symonds, Chief Finance Officer**

The Council faces an unprecedented financial challenge: Government cuts the likes of which have not been seen for generations. The year on year increases in demand for services as the Borough's population grows, whilst at the same time it gets older and frailer and, also, younger.

Due to this environment, the budget process is no longer the annual affair confined to the winter months of the year. Today it is a year-round process of near constant test, challenge and refinement as funding assumptions ebb and flow and as long-term savings proposals mature, adapt to reflect changing contexts, and deliver. In this context, it is also about the judicious use of carefully managed reserves and balances to help smooth the short-term impact of changes to funding and the delivery of long-term savings so that services are protected.

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 four corporate priorities that support this vision of Encourage civic pride enabling social responsibility, growing the borough, and having a well-run organisation.

Because of these challenges, and to enable our vision to be achieved, the Council's approach for the next four years 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 is balance sheet led. Historically this Council and others have approached the task of reducing revenue budgets by adopting a cuts-based approach, by reducing services or cutting staff. They have done this while continuing to maintain significant assets on their balance sheet. Assets, which during a period of very low interest rates are generating little or

no investment return or value for the community they exist to serve, and we are going about reversing this trend. This budget is putting our balance sheet to work to generate financial returns to the Council and benefits for the community. Our approach combines a number of opportunities many of which were recommended and agreed by Cabinet in November in the Council's Investment and Acquisition Strategy including our ability to use cash balances and new borrowing to invest in housing and other regeneration opportunities that deliver significant financial revenue returns together with medium to long term capital growth. We have developed a rolling programme of land acquisition, development, disposal, re-financing and reinvestment, managed in such a way as to manage down the overall cost of capital to the Council and maximise financial returns. And we have also taken advantage of the full use of the Government's recent agreed Flexible Use of Capital Receipts dispensation to help fund the one-off revenue costs of change projects in the Council that deliver on-going revenue savings.

It is why this budget and associated MTFS have demonstrated how a creative and flexible organisation can achieve our organisations visions and make them a reality, despite the challenges that are continually facing local government in general and our authority in particular.

## Finance Contacts

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

Name	Service Department	Contact Details
Claire Symonds	Chief Operating Officer	Email: <a href="mailto:Claire.Symonds@lbbd.gov.uk">Claire.Symonds@lbbd.gov.uk</a> Tel: 0208 724 5513
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Katherine Heffernan	Group Manager – Services	Email: <a href="mailto:Katherine.Heffernan@lbbd.gov.uk">Katherine.Heffernan@lbbd.gov.uk</a> Tel: 0208 227 3262
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Olufunke Adediran	Group Accountant – Adults	Email: <a href="mailto:Olufunke.adediran@lbbd.gov.uk">Olufunke.adediran@lbbd.gov.uk</a> Tel: 0208 227 2485
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If you require further information on the budget book please contact:

Zaber Ahmed  
Principal Accountant  
0208 227 3341

## Financial Regulations

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

<http://modgov/documents/s113328/Part%204%20Chapter%202%20%20Financial%20Regulations%20and%20Rules%20Jan%202017.pdf>

## New Council

The Council has now moved to a new operating model shaped around the needs of its residents, the place, and its goals. The delivery of services will be undertaken by a range of 'Service Delivery Blocks'. Some of them are in-house, and some of them are arm's length, so that they are able to generate the income to become self-funding and to re-invest.

Strategic Directors and their commissioning teams with the support of the Council's Chief Operating Officer will hold these service blocks to account for the delivery of financial and service objectives.

### In-house service delivery blocks, that have been implemented:



### Arms-length service delivery blocks that have been implemented (Home Services and Traded Services will officially launch on April 2018:



## **Development of the 2017/18 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 four corporate priorities that support this vision:

- Encourage civic pride;
- Enabling social responsibility;
- Growing the borough;
- A well-run organisation.

The Council's approach for the next four years 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. The approach combines a number of opportunities many of which were recommended and agreed by Cabinet in November in the Council's Investment and Acquisition Strategy including:

- The use of cash balances and new borrowing to invest in housing and other regeneration opportunities that deliver significant financial revenue returns together with medium to long term capital growth.
- The development of a rolling programme of land acquisition, development, disposal, re-financing and reinvestment, managed in such a way as to manage down the overall cost of capital to the Council and maximise financial returns.
- Full use of the Government's recent agreed Flexible Use of Capital Receipts dispensation to help fund the one-off revenue costs of change projects in the Council that deliver on-going revenue savings.

## **Budget Challenges**

### **Reduction in government grants**

The government has reduced the revenue support and business rates top up grant by £6.8m in 2017 and it will be further reduced by £8.4 by 2019/20 as part of its austerity agenda. Therefore, the Council will have to provide Council services with less resources at the same time maintaining quality service provision to the residents. The Education Services grant is now completely phased out; the council used to receive £3.4m.

### **Investment in our capital programme**

The Council is continuing its capital investment programme to deliver savings and generate income for the Borough. The Council is efficiently borrowing to invest making use of the current low interest rates available.

### **Increased demand on Services**

Rapid population growth combined with some of the highest level of deprivations witnessed across the country has placed the Council with substantial demographic budgetary pressures such as Adult and Children Social Care.

### **Homelessness Pressures**

The homelessness service is experiencing budget pressures due to changes in Government policy and the rapid increase in rental prices in the Borough. Two thirds of private sector rented (PSR) accommodation is no longer cost neutral to the Council. Previously, the cost of PSR accommodation could be covered by housing benefit. However, towards the end of the last financial year and the beginning of this, a tipping point of rental increases was breached, leading to a pressure for the Council.

### **Increase in Council Tax Base**

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

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 2017/18 has increased by 8.8%. Current indications are that the levy will increase year on year especially as the Council increases in Council property base.



## Funding 2017/18

### Net Budget Requirement

The Council has a net budget requirement for 2017/18 of £145.130 million. This is funded from by a mixture of formula grant, specific grant, Council Tax and NNDR as shown in the summary table below.

Funding Source	Confirmed Funding 2017/18
Revenue Support Grant	28,760
Top Up Grant	36,434
New Homes Bonus Grant	4,995
LCTS Administration Grant	311
HB Administration Grant	1,128
ESG Transition Grant	995
ASC Grant	900
BCF	400
<b>Government Funding</b>	<b>73,923</b>
Council Tax Precept	53,505
Retained NNDR Income	17,119
NNDR Compensation Grants	904
Business Rates Deficit	-321
<b>Local Funding</b>	<b>71,207</b>
<b>Total Funding</b>	<b>145,130</b>

### Council Tax Requirement 2017/18

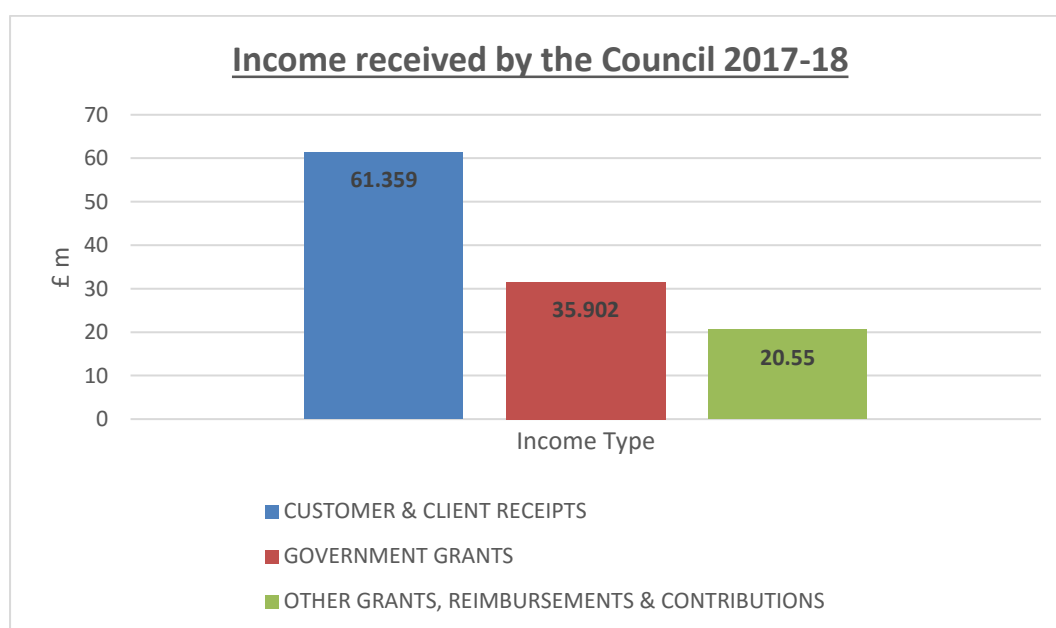
Assembly have agreed to increase Council Tax by 1.99% (£21.46) which is the Local Authority Precept Increase and 3% (£32.34) Increase for the Adult Social Care Precept. This 3% precept will be ring-fenced for this purpose. These increases which in total equate to £53.80 raise the level of Council Tax from £1,078.03 to £1,131.83 for a band D property.

The Greater London Authority is proposing to increase their Council Tax by 1.5% (£4.02) for a Band D property, changing the charge from £276.00 in 2016/17 to £280.02 in 2017/18. The combined amount payable will therefore be £1,411.85 for 2017/18, compared to £1,354.03 in 2016/17. This is a total change of £57.82 for the Council Tax bill for 2017/18.

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

## Gross Income 2017/18

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 £140.2m 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	2017/18 £'000
DSG	254,448
HRA	110,102
<b>Total</b>	<b>364,550</b>

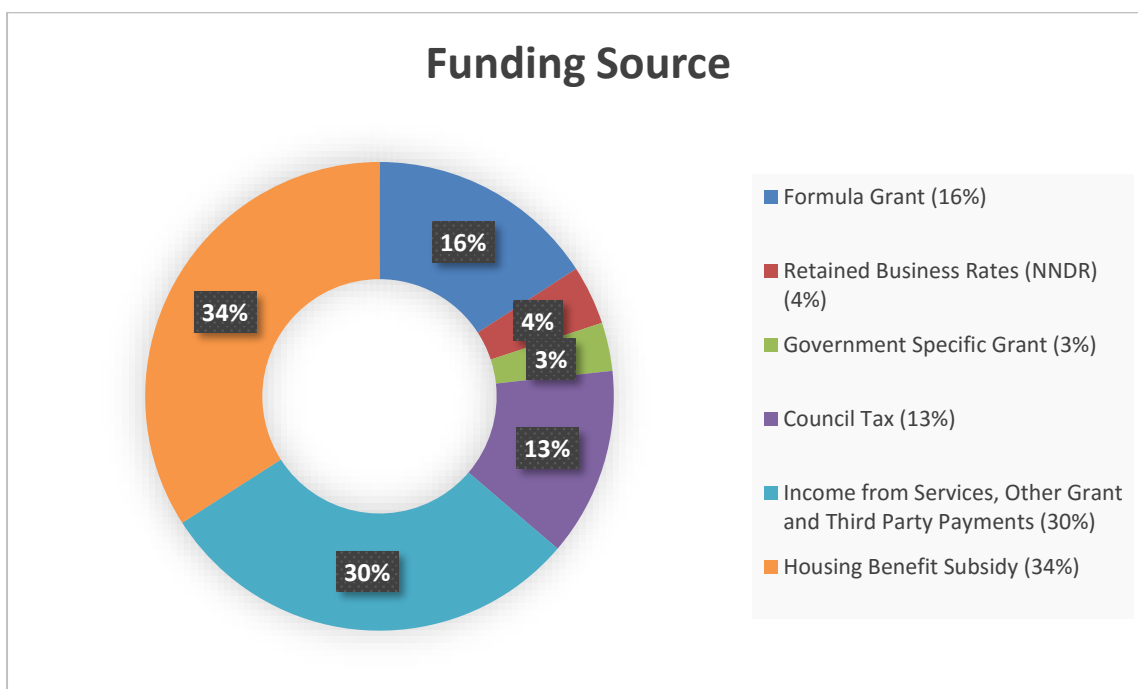
The Council receives its DSG allocation from the Department for Education (DfE) based on the number of pupils educated in schools and nurseries across the borough. The funding received must be allocated directly to schools, although the Council retains an element to fund some services that are run on behalf of schools. The 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 which is financing the total gross expenditure of £411.8m million as set out below.

Funding and Income	£'000
Formula Grant	65,194
Retained Business Rates (NNDR)	16,798
Government Specific Grant	13,751
Council Tax	53,505
Income from Services, Other Grant and Third Party Payments	122,111
Housing Benefit Subsidy	140,213
	<b>411,839</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.



## Expenditure for 2017/18

The net budget of £145.130 million is allocated by each Strategic Function of the Council as follows:

<b>Strategic Function</b>	<b>Original Budget 17-18</b>
BE FIRST	- 130,430
CARE & SUPPORT	74,018,768
CENTRAL	- 922,510
COMMUNITY SOLUTIONS	11,037,260
CONTRACTED SERVICES	7,632,780
CORE	11,694,760
EDUCATION, YOUTH & CHILDCARE	12,982,030
ENFORCEMENT	9,461,631
GROWTH & HOMES	239,265
MY PLACE	- 29,520
PUBLIC REALM	6,978,166
SDI COMMISSIONING	11,612,860
TRADED SERVICES	554,610
<b>TOTAL GENERAL FUND BUDGET*</b>	<b>145,129,670</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 £145.130 million is allocated by each Business Unit of the Council as follows:

<b>Service Business Unit</b>	<b>Original Budget 17-18</b>
BE FIRST	- 130,430
ADULT'S CARE & SUPPORT	24,138,160
CHILDREN'S CARE & SUPPORT	33,541,900
DISABILITIES	16,338,708
CENTRAL EXPENSES	- 922,510
COMMUNITY SOLUTIONS	93,990
INTERVENTION SERVICES	3,137,040
SUPPORT SERVICES	4,065,610
TRIAGE SERVICES	158,190
UNIVERSAL SERVICES	3,582,430
ELEVATE CONTRACT	7,632,780
ELEVATE CLIENT TEAM	5,708,030
FINANCE	4,229,060
LAW & GOVERNANCE	- 186,690
STRATEGIC LEADERSHIP	837,880
STRATEGY & PROGRAMMES	914,380
TRANSFORMATION	192,100
EDUCATION, YOUTH & CHILDCARE	12,982,030
ENFORCEMENT	9,461,631
ASSETS & INVESTMENT	- 1,365,355
COMMISSIONING - REGEN, HOUSING AND INVESTMENT	- 885,510
CULTURE & RECREATION	2,490,130
MY PLACE	- 29,520
PUBLIC REALM	6,978,166
ADULTS COMMISSIONING	5,889,960
CHILDREN'S COMMISSIONING	4,282,590
HEALTHY LIFESTYLES & LEISURE	406,330
PUBLIC HEALTH	1,033,980
TRADED SERVICES	554,610
<b>TOTAL GENERAL FUND BUDGET*</b>	<b>145,129,670</b>

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

## Levies 2017/18

The amount the Council pays to levying bodies has increased by 6% overall. This is shown in the table below:

<b>LEVIES</b>	<b>2016/17 (£)</b>	<b>2017/18 (£)</b>	<b>Change %</b>
East London Waste Authority	10,880,000	11,652,000	7%
Environment Agency	103,980	107,241	3%
London Pension Fund Authority	167,760	169,405	1%
Lee Valley	130,697	124,148	-5%
<b>TOTAL LEVIES</b>	<b>11,282,437</b>	<b>12,052,794</b>	<b>6%</b>

## Reserves (All reserves)

The General Fund Balances was £19.3m at the beginning of 2017/18 (was £21.1m 2016/17), and is forecast to reduce to £16.96m at the beginning of 2018/19.

£15m 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 2016/17. To balance this, we drew down £4.8m from General Fund Balances to balance the 2016/17 budget. This is funded from reserves that are designed to mitigate such risks. The risks associated with those areas over overspending in 2016/17 have been mitigated in the creation of the 2017/18 budget and MTFs.

### Forecast Position of Earmarked Reserves at start of 2017/18:

Earmarked GF reserves	Balance at 31/03/2016	Transfers in during 2016/17	Transfers out during 2016/17	Balance at 31/03/2017
General Fund	£000	£000	£000	£000
Balances held by schools under a scheme of delegation				
- Local Management of Schools	16,427		(6,006)	10,421
- Dedicated Schools Grant	8,690	£232		8,922
Departmental Reserves	5,097	-	(2,349)	2,748
Budget Support	3,631	11,132	(3,564)	11,199
Corporate Restructuring	3,154	-	(1,148)	2,006
PFI Reserve	10,240	383	-	10,623
Spend to Save	1,594	-	(1,594)	-
Collection Fund Reserve	2,034	-	(453)	1,581
Other Miscellaneous	2,559	605	(2,259)	905
Elections Reserve	163	60	-	223
LEP Housing Rental Reserve	1,034	360	-	1,394
Insurance	1,639	-	-	1,639
Capital Investment Reserve	1,580	1,995	-	3,575
Public Health	161	-	-	161
Legal Trading Reserve	908	107	-	1,015
VAT Market Repayment	-	211	-	211
Barking Adult College	70	-	(70)	-
Council's Entities	157	1,531	(244)	1,444
<b>Total General Fund</b>	<b>59,138</b>	<b>16,616</b>	<b>(17,687)</b>	<b>58,067</b>
<b>HRA</b>				
Leasehold Repairs	8,207	765		8,972
Capital Projects Dispute Reserve	500		(500)	-
<b>Total HRA</b>	<b>8,707</b>	<b>765</b>	<b>(500)</b>	<b>8,972</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 have been as follows:

2016/17-	£233m
2015/16 -	£227m
2014/15 -	£218m
2013/14 -	£121m
2012/13 -	£110m

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 increase in the cash value for 2014/15 includes an £89m loan from the European Investment Bank. 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 Government supported UK banks due to limited number of counterparties;
- Monitor counterparty risk using Capita 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 2017 can be split into the following elements:

- i. General Fund External Long Terms loans from the PWLB, Local Authority and private banks - £181m;
- ii. General Fund External Short Terms loans from the Local Authorities - £85m;
- iii. HRA PWLB and Private Bank Loans - £276m; and
- iv. PFI/finance lease liabilities - £137m.

## **Capital Strategy**

Members' objective is to minimise the Council's external borrowing requirements. Further borrowing will only be possible for new schemes where the expenditure is essential for statutory and/or health and safety reasons to enhance assets that are in need of urgent maintenance or where the completed project generates an income stream that will enable the financing of the incurred debt.

**BUDGETS BY STRATEGIC COMMISSIONER AND NEW  
SERVICE BLOCKS 2017/18**

**BE FIRST**

**BE FIRST BUDGETS 2017/18**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>BE FIRST</b>		
THIRD PARTY PAYMENTS		369,070
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	-	<b>369,070</b>
SUPPORT SERVICES		225,170
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	-	<b>225,170</b>
CUSTOMER & CLIENT RECEIPTS		(119,320)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	-	<b>(119,320)</b>
RECHARGES INCOME		(605,350)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	-	<b>(605,350)</b>
<b>NET BUDGETS 2017/18</b>	-	<b>(130,430)</b>

Note: Revised Budget includes adjustments to 13/11/2017

# CARE & SUPPORT

## **CARE AND SUPPORT BUDGETS 2017/18**

<b>Service Block</b>	<b>'Original Budget 17-18</b>	<b>'Revised Budget 17-18</b>
<b>CARE &amp; SUPPORT</b>		
EMPLOYEE EXPENSES	24,054,410	22,626,305
PREMISES RELATED EXPENDITURE	258,000	278,000
TRANSPORT RELATED EXPENDITURE	3,045,020	3,150,000
SUPPLIES AND SERVICES	1,611,240	1,570,000
THIRD PARTY PAYMENTS	54,435,930	57,325,670
TRANSFER PAYMENTS	12,443,980	12,602,750
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>95,848,580</b>	<b>97,552,725</b>
SUPPORT SERVICES	4,762,640	4,826,160
DEPRECIATION AND IMPAIRMENT LOSSES	795,400	795,400
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>5,558,040</b>	<b>5,621,560</b>
CUSTOMER & CLIENT RECEIPTS	(9,117,640)	(7,316,000)
GOVERNMENT GRANTS	(1,225,390)	(6,816,400)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(15,708,630)	(14,260,900)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(26,051,660)</b>	<b>(28,393,300)</b>
RECHARGES INCOME	(341,590)	(762,217)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(341,590)</b>	<b>(762,217)</b>
<b>NET BUDGETS 2017/18</b>	<b>75,013,370</b>	<b>74,018,768</b>

**Note: Revised Budget includes adjustments to 13/11/2017**

## **BUSINESS UNIT BUDGETS 2017/18**

### **ADULT'S CARE & SUPPORT**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>ADULT'S CARE &amp; SUPPORT</b>		
EMPLOYEE EXPENSES	6,932,110	6,492,337
PREMISES RELATED EXPENDITURE	68,300	68,300
TRANSPORT RELATED EXPENDITURE	433,000	433,000
SUPPLIES AND SERVICES	269,700	269,700
THIRD PARTY PAYMENTS	24,377,420	29,411,790
TRANSFER PAYMENTS	8,850,500	8,850,500
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>40,931,030</b>	<b>45,525,627</b>
SUPPORT SERVICES	1,931,450	1,977,750
DEPRECIATION AND IMPAIRMENT LOSSES	733,300	733,300
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>2,664,750</b>	<b>2,711,050</b>
CUSTOMER & CLIENT RECEIPTS	(5,080,400)	(5,080,400)
GOVERNMENT GRANTS	(283,400)	(5,712,800)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(13,134,500)	(13,134,500)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(18,498,300)</b>	<b>(23,927,700)</b>
RECHARGES INCOME	(115,000)	(170,817)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(115,000)</b>	<b>(170,817)</b>
<b>NET BUDGETS 2017/18</b>	<b>24,982,480</b>	<b>24,138,160</b>

Note: Revised Budget includes adjustments to 13/11/2017

### **CHILDREN'S CARE & SUPPORT**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>CHILDREN'S CARE &amp; SUPPORT</b>		
EMPLOYEE EXPENSES	12,815,870	10,948,330
PREMISES RELATED EXPENDITURE	63,700	63,700
TRANSPORT RELATED EXPENDITURE	158,110	261,400
SUPPLIES AND SERVICES	1,053,540	1,032,300
THIRD PARTY PAYMENTS	23,811,800	21,841,780
TRANSFER PAYMENTS	82,230	201,000
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>37,985,250</b>	<b>34,348,510</b>
SUPPORT SERVICES	2,069,890	2,076,290
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>2,069,890</b>	<b>2,076,290</b>
CUSTOMER & CLIENT RECEIPTS	(3,321,640)	(1,500,000)
GOVERNMENT GRANTS	(664,370)	(888,900)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(1,941,730)	(494,000)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(5,927,740)</b>	<b>(2,882,900)</b>
<b>NET BUDGETS 2017/18</b>	<b>34,127,400</b>	<b>33,541,900</b>

Note: Revised Budget includes adjustments to 13/11/2017

## DISABILITIES

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>DISABILITIES</b>		
EMPLOYEE EXPENSES	4,306,430	5,185,638
PREMISES RELATED EXPENDITURE	126,000	146,000
TRANSPORT RELATED EXPENDITURE	2,453,910	2,455,600
SUPPLIES AND SERVICES	288,000	268,000
THIRD PARTY PAYMENTS	6,246,710	6,072,100
TRANSFER PAYMENTS	3,511,250	3,551,250
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>16,932,300</b>	<b>17,678,588</b>
SUPPORT SERVICES	761,300	772,120
DEPRECIATION AND IMPAIRMENT LOSSES	62,100	62,100
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>823,400</b>	<b>834,220</b>
CUSTOMER & CLIENT RECEIPTS	(715,600)	(735,600)
GOVERNMENT GRANTS	(277,620)	(214,700)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(632,400)	(632,400)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(1,625,620)</b>	<b>(1,582,700)</b>
RECHARGES INCOME	(226,590)	(591,400)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(226,590)</b>	<b>(591,400)</b>
<b>NET BUDGETS 2017/18</b>	<b>15,903,490</b>	<b>16,338,708</b>

Note: Revised Budget includes adjustments to 13/11/2017



**CENTRAL**

## CENTRAL BUDGETS 2017/18

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>CENTRAL EXPENSES</b>		
EMPLOYEE EXPENSES	5,163,620	5,552,880
PREMISES RELATED EXPENDITURE	691,500	791,500
SUPPLIES AND SERVICES	7,112,660	5,109,240
THIRD PARTY PAYMENTS	1,380,100	1,300,000
TRANSFER PAYMENTS	145,361,060	135,776,200
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>159,708,940</b>	<b>148,529,820</b>
SUPPORT SERVICES	44,000	44,000
ADJUSTMENTS BETWEEN ACCOUNTING BASIS & FUNDING BASIS UNDER REGULATIONS	(17,427,300)	(17,627,300)
FINANCING AND INVESTMENT INCOME AND EXPENDITURE	2,134,000	2,134,000
TRANSFERS TO/FROM EARMARKED RESERVES	(7,685,140)	(7,685,140)
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>(22,934,440)</b>	<b>(23,134,440)</b>
GOVERNMENT GRANTS	(140,057,480)	(132,030,990)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(8,840,330)	(6,382,800)
TAXATION AND NON-SPECIFIC GRANT INCOME	0	750,000
OTHER OPERATING EXPENDITURE	12,030,900	12,030,900
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(136,866,910)</b>	<b>(125,632,890)</b>
RECHARGES INCOME	(685,000)	(685,000)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(685,000)</b>	<b>(685,000)</b>
<b>NET BUDGETS 2017/18</b>	<b>(777,410)</b>	<b>(922,510)</b>

Note: Revised Budget includes adjustments to 13/11/2017

## DETAILED CENTRAL BUDGETS

	'Original Budget 17-18	'Revised Budget 17-18
<b>LEVIES</b>	<b>12,030,900</b>	<b>12,030,900</b>
EAST LONDON WASTE AUTHORITY	11,591,000	11,591,000
LEE VALLEY	155,900	155,900
LONDON PENSION AUTHORITY	180,000	180,000
ENVIRONMENT AGENCY	104,000	104,000
<b>CENTRAL EXPENSES</b>	<b>12,304,630</b>	<b>12,159,530</b>
CORPORATE EXPENSES	10,028,520	9,883,420
INTEREST PAYABLE	4,233,000	4,233,000
INTEREST RECIEVABLE	(2,099,000)	(2,099,000)
HOUSING BENEFIT SUBSIDY	142,110	142,110
<b>DEPRECIATION</b>	<b>(17,427,300)</b>	<b>(17,427,300)</b>
DEPRECIATION AND IMPAIRMENT LOSSES	(24,115,300)	(24,115,300)
MINIMUM REVENUE PROVISION (MRP)	6,688,000	6,688,000
<b>RESERVES</b>	<b>(7,685,640)</b>	<b>(7,685,640)</b>
USE OF ONE-OFF RESERVES	(7,685,640)	(7,685,640)
<b>NET BUDGETS 2017/18</b>	<b>(777,410)</b>	<b>(922,510)</b>

Note: Revised Budget includes adjustments to 13/11/2017

## **COMMUNITY SOLUTIONS**

## **COMMUNITY SOLUTIONS BUDGET 2017/18**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
EMPLOYEE EXPENSES	12,157,510	11,561,502
PREMISES RELATED EXPENDITURE	1,828,900	2,067,462
TRANSPORT RELATED EXPENDITURE	42,100	22,100
SUPPLIES AND SERVICES	1,157,510	1,502,550
THIRD PARTY PAYMENTS	17,428,010	19,238,010
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>32,614,030</b>	<b>34,391,624</b>
SUPPORT SERVICES	2,219,750	2,107,970
DEPRECIATION AND IMPAIRMENT LOSSES	2,661,800	2,661,800
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>4,881,550</b>	<b>4,769,770</b>
CUSTOMER & CLIENT RECEIPTS	(17,943,020)	(20,230,014)
GOVERNMENT GRANTS	(1,572,400)	(1,572,400)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(957,400)	(957,400)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(20,472,820)</b>	<b>(22,759,814)</b>
RECHARGES INCOME	(6,197,200)	(5,364,320)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(6,197,200)</b>	<b>(5,364,320)</b>
<b>NET BUDGETS 2017/18</b>	<b>10,825,560</b>	<b>11,037,260</b>

**Note: Revised Budget includes adjustments to 13/11/2017**

## **BUSINESS UNIT BUDGET 2017/18**

### **INTERVENTION SERVICES**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>INTERVENTION SERVICES</b>		
EMPLOYEE EXPENSES	4,477,410	2,631,900
PREMISES RELATED EXPENDITURE	873,900	1,031,230
TRANSPORT RELATED EXPENDITURE	9,000	9,000
SUPPLIES AND SERVICES	367,100	431,000
THIRD PARTY PAYMENTS	15,062,610	18,669,510
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>20,790,020</b>	<b>22,772,640</b>
SUPPORT SERVICES	625,890	517,100
DEPRECIATION AND IMPAIRMENT LOSSES	127,700	127,700
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>753,590</b>	<b>644,800</b>
CUSTOMER & CLIENT RECEIPTS	(16,526,700)	(18,788,000)
GOVERNMENT GRANTS	(1,492,400)	(1,492,400)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(18,019,100)</b>	<b>(20,280,400)</b>
<b>NET BUDGETS 2017/18</b>	<b>3,524,510</b>	<b>3,137,040</b>

Note: Revised Budget includes adjustments to 13/11/2017

### **TRIAGE SERVICES**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>TRIAGE SERVICES</b>		
EMPLOYEE EXPENSES		205,870
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>0</b>	<b>205,870</b>
RECHARGES INCOME		(47,680)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>0</b>	<b>(47,680)</b>
<b>NET BUDGETS 2017/18</b>	<b>0</b>	<b>158,190</b>

Note: Revised Budget includes adjustments to 13/11/2017

### **UNIVERSAL SERVICES**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>UNIVERSAL SERVICES</b>		
EMPLOYEE EXPENSES	3,172,150	3,338,772
PREMISES RELATED EXPENDITURE	955,000	1,036,232
TRANSPORT RELATED EXPENDITURE	33,100	13,100
SUPPLIES AND SERVICES	479,800	490,940
THIRD PARTY PAYMENTS	515,400	515,600
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>5,155,450</b>	<b>5,394,644</b>
SUPPORT SERVICES	790,310	787,370
DEPRECIATION AND IMPAIRMENT LOSSES	622,300	622,300
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>1,412,610</b>	<b>1,409,670</b>
CUSTOMER & CLIENT RECEIPTS	(1,156,320)	(1,260,014)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(957,400)	(957,400)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(2,113,720)</b>	<b>(2,217,414)</b>
RECHARGES INCOME	(983,000)	(1,004,470)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(983,000)</b>	<b>(1,004,470)</b>
<b>NET BUDGETS 2017/18</b>	<b>3,471,340</b>	<b>3,582,430</b>

Note: Revised Budget includes adjustments to 13/11/2017

## SUPPORT SERVICES

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>SUPPORT SERVICES</b>		
EMPLOYEE EXPENSES	4,507,950	5,339,280
SUPPLIES AND SERVICES	262,300	532,300
THIRD PARTY PAYMENTS	1,850,000	52,900
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>6,620,250</b>	<b>5,924,480</b>
SUPPORT SERVICES	803,550	803,500
DEPRECIATION AND IMPAIRMENT LOSSES	1,911,800	1,911,800
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>2,715,350</b>	<b>2,715,300</b>
CUSTOMER & CLIENT RECEIPTS	(260,000)	(182,000)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(80,000)	(80,000)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(340,000)</b>	<b>(262,000)</b>
RECHARGES INCOME	(5,214,200)	(4,312,170)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(5,214,200)</b>	<b>(4,312,170)</b>
<b>NET BUDGETS 2017/18</b>	<b>3,781,400</b>	<b>4,065,610</b>

Note: Revised Budget includes adjustments to 13/11/2017

## COMMUNITY SOLUTIONS

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>COMMUNITY SOLUTIONS</b>		
EMPLOYEE EXPENSES		45,680
SUPPLIES AND SERVICES	48,310	48,310
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>48,310</b>	<b>93,990</b>
<b>NET BUDGETS 2017/18</b>	<b>48,310</b>	<b>93,990</b>

Note: Revised Budget includes adjustments to 13/11/2017

## **CONTRACTED SERVICES**

**CONTRACTED SERVICES BUDGET 2017/18**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>CONTRACTED SERVICES</b>		
SUPPLIES AND SERVICES	250,000	200,200
THIRD PARTY PAYMENTS	15,302,750	15,302,750
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>15,552,750</b>	<b>15,502,950</b>
SUPPORT SERVICES	4,308,700	9,349,840
DEPRECIATION AND IMPAIRMENT LOSSES	600,400	600,400
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>4,909,100</b>	<b>9,950,240</b>
CUSTOMER & CLIENT RECEIPTS	(1,525,800)	(1,476,000)
GOVERNMENT GRANTS	(200,000)	(200,000)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(1,725,800)</b>	<b>(1,676,000)</b>
RECHARGES INCOME	(11,232,020)	(16,144,410)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(11,232,020)</b>	<b>(16,144,410)</b>
<b>NET BUDGETS 2017/18</b>	<b>7,504,030</b>	<b>7,632,780</b>

Note: Revised Budget includes adjustments to 13/11/2017



## **CORE SERVICES**

## CORE BUDGET 2017/18

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>CORE</b>		
EMPLOYEE EXPENSES	14,832,430	16,259,980
PREMISES RELATED EXPENDITURE	57,300	84,100
TRANSPORT RELATED EXPENDITURE	5,698,000	5,695,800
SUPPLIES AND SERVICES	2,850,300	3,912,700
THIRD PARTY PAYMENTS	698,700	936,380
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>24,136,730</b>	<b>26,888,960</b>
SUPPORT SERVICES	3,482,000	3,791,340
DEPRECIATION AND IMPAIRMENT LOSSES	94,900	102,200
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>3,576,900</b>	<b>3,893,540</b>
CUSTOMER & CLIENT RECEIPTS	(840,400)	(835,300)
GOVERNMENT GRANTS	(133,900)	(509,500)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(250,500)	(250,500)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(1,224,800)</b>	<b>(1,595,300)</b>
RECHARGES INCOME	(14,818,740)	(17,492,440)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(14,818,740)</b>	<b>(17,492,440)</b>
<b>NET BUDGETS 2017/18</b>	<b>11,670,090</b>	<b>11,694,760</b>

Note: Revised Budget includes adjustments to 13/11/2017

## **BUSINESS UNIT BUDGETS**

### **ELEVATE CLIENT TEAM**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>ELEVATE CLIENT TEAM</b>		
EMPLOYEE EXPENSES	818,330	1,007,730
PREMISES RELATED EXPENDITURE	43,900	43,900
TRANSPORT RELATED EXPENDITURE	5,642,800	5,642,800
SUPPLIES AND SERVICES	1,044,900	1,327,600
THIRD PARTY PAYMENTS	200,600	200,600
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>7,750,530</b>	<b>8,222,630</b>
SUPPORT SERVICES	(1,541,700)	(1,487,110)
DEPRECIATION AND IMPAIRMENT LOSSES	32,700	32,700
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>(1,509,000)</b>	<b>(1,454,410)</b>
CUSTOMER & CLIENT RECEIPTS	(289,400)	(289,400)
GOVERNMENT GRANTS	(133,900)	(386,600)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(423,300)</b>	<b>(676,000)</b>
RECHARGES INCOME	(194,800)	(384,190)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(194,800)</b>	<b>(384,190)</b>
<b>NET BUDGETS 2017/18</b>	<b>5,623,430</b>	<b>5,708,030</b>

Note: Revised Budget includes adjustments to 13/11/2017

### **FINANCE**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>FINANCE</b>		
EMPLOYEE EXPENSES	3,761,500	3,761,500
TRANSPORT RELATED EXPENDITURE	18,700	18,700
SUPPLIES AND SERVICES	651,100	651,100
THIRD PARTY PAYMENTS	87,700	212,800
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>4,519,000</b>	<b>4,644,100</b>
SUPPORT SERVICES	3,905,800	4,161,360
DEPRECIATION AND IMPAIRMENT LOSSES	50,700	50,700
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>3,956,500</b>	<b>4,212,060</b>
CUSTOMER & CLIENT RECEIPTS	(40,000)	0
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(47,500)	(47,500)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(87,500)</b>	<b>(47,500)</b>
RECHARGES INCOME	(4,395,900)	(4,579,600)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(4,395,900)</b>	<b>(4,579,600)</b>
<b>NET BUDGETS 2017/18</b>	<b>3,992,100</b>	<b>4,229,060</b>

Note: Revised Budget includes adjustments to 13/11/2017

## LAW & GOVERNANCE

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>LAW &amp; GOVERNANCE</b>		
EMPLOYEE EXPENSES	6,770,410	7,530,060
PREMISES RELATED EXPENDITURE	12,400	39,200
TRANSPORT RELATED EXPENDITURE	27,800	25,600
SUPPLIES AND SERVICES	465,800	943,500
THIRD PARTY PAYMENTS		145,690
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>7,276,410</b>	<b>8,684,050</b>
SUPPORT SERVICES	827,200	826,390
DEPRECIATION AND IMPAIRMENT LOSSES	11,500	18,800
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>838,700</b>	<b>845,190</b>
CUSTOMER & CLIENT RECEIPTS	(400,000)	(335,000)
GOVERNMENT GRANTS		(62,900)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(203,000)	(203,000)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(603,000)</b>	<b>(600,900)</b>
RECHARGES INCOME	(7,252,340)	(9,115,030)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(7,252,340)</b>	<b>(9,115,030)</b>
<b>NET BUDGETS 2017/18</b>	<b>259,770</b>	<b>(186,690)</b>

Note: Revised Budget includes adjustments to 13/11/2017

## STRATEGIC LEADERSHIP

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>STRATEGIC LEADERSHIP</b>		
EMPLOYEE EXPENSES	1,099,910	1,099,910
PREMISES RELATED EXPENDITURE	1,000	1,000
TRANSPORT RELATED EXPENDITURE	5,700	5,700
SUPPLIES AND SERVICES	16,500	16,500
THIRD PARTY PAYMENTS	10,400	277,290
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>1,133,510</b>	<b>1,400,400</b>
SUPPORT SERVICES	169,600	169,600
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>169,600</b>	<b>169,600</b>
RECHARGES INCOME	(612,800)	(732,120)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(612,800)</b>	<b>(732,120)</b>
<b>NET BUDGETS 2017/18</b>	<b>690,310</b>	<b>837,880</b>

Note: Revised Budget includes adjustments to 13/11/2017

## STRATEGY & PROGRAMMES

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>STRATEGY &amp; PROGRAMMES</b>		
EMPLOYEE EXPENSES	2,382,280	2,673,780
TRANSPORT RELATED EXPENDITURE	3,000	3,000
SUPPLIES AND SERVICES	672,000	974,000
THIRD PARTY PAYMENTS	400,000	100,000
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>3,457,280</b>	<b>3,750,780</b>
SUPPORT SERVICES	116,000	116,000
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>116,000</b>	<b>116,000</b>
CUSTOMER & CLIENT RECEIPTS	(111,000)	(210,900)
GOVERNMENT GRANTS	0	(60,000)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(111,000)</b>	<b>(270,900)</b>
RECHARGES INCOME	(2,362,900)	(2,681,500)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(2,362,900)</b>	<b>(2,681,500)</b>
<b>NET BUDGETS 2017/18</b>	<b>1,099,380</b>	<b>914,380</b>

Note: Revised Budget includes adjustments to 13/11/2017

## TRANSFORMATION

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>TRANSFORMATION</b>		
EMPLOYEE EXPENSES	0	187,000
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>0</b>	<b>187,000</b>
SUPPORT SERVICES	5,100	5,100
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>5,100</b>	<b>5,100</b>
<b>NET BUDGETS 2017/18</b>	<b>5,100</b>	<b>192,100</b>

Note: Revised Budget includes adjustments to 13/11/2017

## **EDUCATION, YOUTH AND CHILDCARE**

## **EDUCATION, YOUTH AND CHILDCARE BUDGET 2017/18**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
EMPLOYEE EXPENSES	7,441,280	7,050,567
PREMISES RELATED EXPENDITURE	11,038,850	11,451,660
TRANSPORT RELATED EXPENDITURE	99,630	102,080
SUPPLIES AND SERVICES	1,550,310	1,880,218
THIRD PARTY PAYMENTS	371,510	354,620
TRANSFER PAYMENTS	0	0
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>20,501,580</b>	<b>20,839,145</b>
SUPPORT SERVICES	1,873,690	1,966,550
DEPRECIATION AND IMPAIRMENT LOSSES	8,612,700	8,612,700
TRANSFERS TO/FROM EARMARKED RESERVES	(547,390)	(566,157)
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>9,939,000</b>	<b>10,013,093</b>
CUSTOMER & CLIENT RECEIPTS	(1,547,300)	(1,594,445)
GOVERNMENT GRANTS	(9,794,900)	(9,987,278)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(200,000)	(200,000)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(11,542,200)</b>	<b>(11,781,723)</b>
RECHARGES INCOME	(6,003,150)	(6,088,485)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(6,003,150)</b>	<b>(6,088,485)</b>
<b>NET BUDGETS 2017/18</b>	<b>12,895,230</b>	<b>12,982,030</b>

**Note: Revised Budget includes adjustments to 13/11/2017**

## **ENFORCEMENT**



## ENFORCEMENT BUDGET 2017/18

Service Block	'Original Budget 17-18	'Revised Budget 17-18
EMPLOYEE EXPENSES	7,822,760	7,251,621
PREMISES RELATED EXPENDITURE	2,212,900	2,241,557
TRANSPORT RELATED EXPENDITURE	358,250	343,392
SUPPLIES AND SERVICES	1,514,750	1,429,059
THIRD PARTY PAYMENTS	1,602,400	1,753,117
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>13,511,060</b>	<b>13,018,746</b>
SUPPORT SERVICES	2,203,060	1,663,420
DEPRECIATION AND IMPAIRMENT LOSSES	9,023,400	9,023,400
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>11,226,460</b>	<b>10,686,820</b>
CUSTOMER & CLIENT RECEIPTS	(11,262,620)	(11,399,445)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(130,100)	(130,100)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(11,392,720)</b>	<b>(11,529,545)</b>
RECHARGES INCOME	(2,714,390)	(2,714,390)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(2,714,390)</b>	<b>(2,714,390)</b>
<b>NET BUDGETS 2017/18</b>	<b>10,630,410</b>	<b>9,461,631</b>

Note: Revised Budget includes adjustments to 13/11/2017

## **GROWTH & HOMES**

## GROWTH & HOMES BUDGET 2017/18

Service Block	'Original Budget 17-18	'Revised Budget 17-18
EMPLOYEE EXPENSES	7,636,770	5,044,170
PREMISES RELATED EXPENDITURE	2,476,400	2,687,200
TRANSPORT RELATED EXPENDITURE	66,700	82,950
SUPPLIES AND SERVICES	597,300	760,100
THIRD PARTY PAYMENTS	924,600	486,400
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>11,701,770</b>	<b>9,060,820</b>
SUPPORT SERVICES	1,111,730	2,491,285
DEPRECIATION AND IMPAIRMENT LOSSES	471,300	464,000
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>1,583,030</b>	<b>2,955,285</b>
CUSTOMER & CLIENT RECEIPTS	(4,468,060)	(4,916,980)
GOVERNMENT GRANTS	0	0
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(754,100)	(316,400)
<b>RECHARGES INCOME</b>	<b>(5,222,160)</b>	<b>(5,233,380)</b>
RECHARGES INCOME	(9,425,510)	(6,543,460)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(9,425,510)</b>	<b>(6,543,460)</b>
<b>NET BUDGETS 2017/18</b>	<b>(1,362,870)</b>	<b>239,265</b>

Note: Revised Budget includes adjustments to 13/11/2017

## **BUSINESS UNIT BUDGETS**

### **ASSETS & INVESTMENT**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>ASSETS &amp; INVESTMENT</b>		
EMPLOYEE EXPENSES	1,924,440	1,017,720
PREMISES RELATED EXPENDITURE	2,275,700	2,455,700
TRANSPORT RELATED EXPENDITURE	7,200	6,300
SUPPLIES AND SERVICES	20,500	203,300
THIRD PARTY PAYMENTS	1,018,100	696,900
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>5,245,940</b>	<b>4,379,920</b>
SUPPORT SERVICES	408,700	2,248,925
DEPRECIATION AND IMPAIRMENT LOSSES	192,200	184,900
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>600,900</b>	<b>2,433,825</b>
CUSTOMER & CLIENT RECEIPTS	(3,214,600)	(4,157,100)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(180,100)	(10,400)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(3,394,700)</b>	<b>(4,167,500)</b>
RECHARGES INCOME	(5,093,300)	(4,011,600)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(5,093,300)</b>	<b>(4,011,600)</b>
<b>NET BUDGETS 2017/18</b>	<b>(2,641,160)</b>	<b>(1,365,355)</b>

Note: Revised Budget includes adjustments to 13/11/2017

### **CULTURE & RECREATION**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>CULTURE &amp; RECREATION</b>		
EMPLOYEE EXPENSES	953,460	1,428,630
PREMISES RELATED EXPENDITURE	200,700	231,500
TRANSPORT RELATED EXPENDITURE	27,800	60,800
SUPPLIES AND SERVICES	373,800	453,800
THIRD PARTY PAYMENTS	164,000	179,000
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>1,719,760</b>	<b>2,353,730</b>
SUPPORT SERVICES	155,200	155,200
DEPRECIATION AND IMPAIRMENT LOSSES	230,500	230,500
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>385,700</b>	<b>385,700</b>
CUSTOMER & CLIENT RECEIPTS	(156,300)	(211,300)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(38,000)	(38,000)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(194,300)</b>	<b>(249,300)</b>
<b>NET BUDGETS 2017/18</b>	<b>1,911,160</b>	<b>2,490,130</b>

Note: Revised Budget includes adjustments to 13/11/2017

## COMMISSIONING – REGEN, HOUSING & INVESTMENT

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>COMMISSIONING - REGEN, HOUSING AND INVESTMENT</b>		
EMPLOYEE EXPENSES	4,758,870	2,597,820
TRANSPORT RELATED EXPENDITURE	31,700	15,850
SUPPLIES AND SERVICES	203,000	103,000
THIRD PARTY PAYMENTS	(257,500)	(389,500)
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>4,736,070</b>	<b>2,327,170</b>
SUPPORT SERVICES	547,830	87,160
DEPRECIATION AND IMPAIRMENT LOSSES	48,600	48,600
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>596,430</b>	<b>135,760</b>
CUSTOMER & CLIENT RECEIPTS	(1,097,160)	(548,580)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(536,000)	(268,000)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(1,633,160)</b>	<b>(816,580)</b>
RECHARGES INCOME	(4,332,210)	(2,531,860)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(4,332,210)</b>	<b>(2,531,860)</b>
<b>NET BUDGETS 2017/18</b>	<b>(632,870)</b>	<b>(885,510)</b>

Note: Revised Budget includes adjustments to 13/11/2017

## MY PLACE

**MY PLACE BUDGET 2017/18**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>MY PLACE</b>		
EMPLOYEE EXPENSES	11,883,600	4,061,141
PREMISES RELATED EXPENDITURE	-	5,277,100
TRANSPORT RELATED EXPENDITURE	-	-
SUPPLIES AND SERVICES	-	-
THIRD PARTY PAYMENTS	-	1,845,435
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>11,883,600</b>	<b>11,183,676</b>
SUPPORT SERVICES		- 11,213,196
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>-</b>	<b>- 11,213,196</b>
<b>NET BUDGETS 2017/18</b>	<b>11,883,600</b>	<b>(29,520)</b>

Note: Revised Budget includes adjustments to 13/11/2017

## **PUBLIC REALM**



## **PUBLIC REALM BUDGET 2017/18**

<b>Service Block</b>	<b>'Original Budget 17-18</b>	<b>'Revised Budget 17- 18</b>
<b>PUBLIC REALM</b>		
EMPLOYEE EXPENSES	9,928,370	13,418,111
PREMISES RELATED EXPENDITURE	1,039,450	1,021,450
TRANSPORT RELATED EXPENDITURE	2,907,000	3,087,000
SUPPLIES AND SERVICES	789,310	1,552,210
THIRD PARTY PAYMENTS	3,369,350	2,903,450
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>18,033,480</b>	<b>21,982,221</b>
SUPPORT SERVICES	2,131,800	2,176,545
DEPRECIATION AND IMPAIRMENT LOSSES	1,140,800	1,140,800
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>3,272,600</b>	<b>3,317,345</b>
CUSTOMER & CLIENT RECEIPTS	(3,023,750)	(3,023,750)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(1,566,450)	(1,591,450)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(4,590,200)</b>	<b>(4,615,200)</b>
RECHARGES INCOME	(9,678,200)	(13,706,200)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(9,678,200)</b>	<b>(13,706,200)</b>
<b>NET BUDGETS 2017/18</b>	<b>7,037,680</b>	<b>6,978,166</b>

**Note: Revised Budget includes adjustments to 13/11/2017**

## **SDI COMMISSIONING**

## SDI COMMISIONING BUDGET 2017/18

Service Block	'Original Budget 17-18	'Revised Budget 17- 18
EMPLOYEE EXPENSES	10,846,910	12,833,290
PREMISES RELATED EXPENDITURE	1,439,400	1,439,400
TRANSPORT RELATED EXPENDITURE	25,600	18,700
SUPPLIES AND SERVICES	1,623,010	1,870,750
THIRD PARTY PAYMENTS	20,314,740	18,876,280
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>34,249,660</b>	<b>35,038,420</b>
SUPPORT SERVICES	1,324,490	1,081,250
DEPRECIATION AND IMPAIRMENT LOSSES	707,900	707,900
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>2,032,390</b>	<b>1,789,150</b>
CUSTOMER & CLIENT RECEIPTS	(5,077,900)	(5,077,900)
GOVERNMENT GRANTS	(18,589,920)	(18,731,660)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(982,950)	(982,950)
<b>RECHARGES INCOME</b>	<b>(24,650,770)</b>	<b>(24,792,510)</b>
RECHARGES INCOME	(301,200)	(422,200)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(301,200)</b>	<b>(422,200)</b>
<b>NET BUDGETS 2017/18</b>	<b>11,330,080</b>	<b>11,612,860</b>

Note: Revised Budget includes adjustments to 13/11/2017

## **BUSINESS UNIT BUDGETS**

### **ADULTS COMMISSIONING**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>ADULTS COMMISSIONING</b>		
EMPLOYEE EXPENSES	1,237,330	1,237,330
TRANSPORT RELATED EXPENDITURE	1,900	1,900
SUPPLIES AND SERVICES	82,500	82,500
THIRD PARTY PAYMENTS	4,686,580	4,686,580
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>6,008,310</b>	<b>6,008,310</b>
SUPPORT SERVICES	605,900	496,600
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>605,900</b>	<b>496,600</b>
GOVERNMENT GRANTS	(331,000)	(331,000)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(243,950)	(243,950)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(574,950)</b>	<b>(574,950)</b>
RECHARGES INCOME	(40,000)	(40,000)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(40,000)</b>	<b>(40,000)</b>
<b>NET BUDGETS 2017/18</b>	<b>5,999,260</b>	<b>5,889,960</b>

Note: Revised Budget includes adjustments to 13/11/2017

### **CHILDREN'S COMMISSIONING**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>CHILDREN'S COMMISSIONING</b>		
EMPLOYEE EXPENSES	2,504,890	3,307,490
TRANSPORT RELATED EXPENDITURE	18,300	11,400
SUPPLIES AND SERVICES	967,260	1,094,500
THIRD PARTY PAYMENTS	375,760	281,300
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>3,866,210</b>	<b>4,694,690</b>
SUPPORT SERVICES	323,540	126,600
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>323,540</b>	<b>126,600</b>
GOVERNMENT GRANTS	(194,460)	(336,200)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(81,500)	(81,500)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(275,960)</b>	<b>(417,700)</b>
RECHARGES INCOME	0	(121,000)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>0</b>	<b>(121,000)</b>
<b>NET BUDGETS 2017/18</b>	<b>3,913,790</b>	<b>4,282,590</b>

Note: Revised Budget includes adjustments to 13/11/2017

## HEALTHY LIFESTYLES & LEISURE

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>HEALTHY LIFESTYLES &amp; LEISURE</b>		
EMPLOYEE EXPENSES	3,585,000	3,545,280
PREMISES RELATED EXPENDITURE	1,424,800	1,424,800
TRANSPORT RELATED EXPENDITURE	5,400	5,400
SUPPLIES AND SERVICES	458,100	458,100
THIRD PARTY PAYMENTS	32,400	32,400
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>5,505,700</b>	<b>5,465,980</b>
SUPPORT SERVICES	232,050	232,050
DEPRECIATION AND IMPAIRMENT LOSSES	707,900	707,900
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>939,950</b>	<b>939,950</b>
CUSTOMER & CLIENT RECEIPTS	(5,077,900)	(5,077,900)
GOVERNMENT GRANTS	(3,000)	(3,000)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(657,500)	(657,500)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(5,738,400)</b>	<b>(5,738,400)</b>
RECHARGES INCOME	(261,200)	(261,200)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(261,200)</b>	<b>(261,200)</b>
<b>NET BUDGETS 2017/18</b>	<b>446,050</b>	<b>406,330</b>

Note: Revised Budget includes adjustments to 13/11/2017

## PUBLIC HEALTH

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>PUBLIC HEALTH</b>		
EMPLOYEE EXPENSES	3,519,690	4,743,190
PREMISES RELATED EXPENDITURE	14,600	14,600
SUPPLIES AND SERVICES	115,150	235,650
THIRD PARTY PAYMENTS	15,220,000	13,876,000
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>18,869,440</b>	<b>18,869,440</b>
SUPPORT SERVICES	163,000	226,000
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>163,000</b>	<b>226,000</b>
GOVERNMENT GRANTS	(18,061,460)	(18,061,460)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(18,061,460)</b>	<b>(18,061,460)</b>
<b>NET BUDGETS 2017/18</b>	<b>970,980</b>	<b>1,033,980</b>

Note: Revised Budget includes adjustments to 13/11/2017

## **TRADED SERVICES**

## **TRADED SERVICES BUDGET 2017/18**

Service Block	'Original Budget 17-18	'Revised Budget 17-18
<b>TRADED SERVICES</b>		
EMPLOYEE EXPENSES	8,875,630	9,238,070
PREMISES RELATED EXPENDITURE	55,100	55,100
TRANSPORT RELATED EXPENDITURE	45,700	45,700
SUPPLIES AND SERVICES	4,560,770	4,560,770
THIRD PARTY PAYMENTS	241,700	241,700
<b>1- GROSS CONTROLLABLE EXPENDITURE TOTAL</b>	<b>13,778,900</b>	<b>14,141,340</b>
SUPPORT SERVICES	386,520	577,630
DEPRECIATION AND IMPAIRMENT LOSSES	6,700	6,700
<b>2- GROSS NON CONTROLLABLE EXPENDITURE TOTAL</b>	<b>393,220</b>	<b>584,330</b>
CUSTOMER & CLIENT RECEIPTS	(6,733,000)	(6,705,650)
<b>3- GROSS CONTROLLABLE INCOME TOTAL</b>	<b>(6,733,000)</b>	<b>(6,705,650)</b>
RECHARGES INCOME	(7,075,620)	(7,465,410)
<b>4- GROSS NON CONTROLLABLE INCOME TOTAL</b>	<b>(7,075,620)</b>	<b>(7,465,410)</b>
<b>NET BUDGETS 2017/18</b>	<b>363,500</b>	<b>554,610</b>

Note: Revised Budget includes adjustments to 13/11/2017

## CAPITAL PROGRAMME 2017/18

The proposed capital programme of £225m, summarised by Strategic Functions, is shown below. These budgets will still be subject to change, roll-forwards and re-profiling.

Strategic Function	Capital Budget
HRA	90,719,070
Be First	1,978,000
Care & Support	1,790,570
Community Solutions	4,329,600
Core	7,977,401
Culture, Heritage & Recreation	4,304,970
Customer Access & Technology	4,358,854
Education, Youth & Childcare	25,074,766
Enforcement	10,170,249
Growth & Homes & Regeneration	66,663,958
Investment Strategy	481,654
Legal Services	0
My Place	1,208,724
Public Realm	1,080,374
SDI Commissioning	4,459,231
Traded Services	517,103
<b>Total</b>	<b>225,114,524</b>



## FUNDING THE CAPITAL PROGRAMME 2017/18

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

Service Function	Government Grants	Revenue Cont.	Corp Borrowing	HRA/MRR	Capital Receipts	Reserves	Section 106	EIB	Total
<b>HRA</b>	0	0	1,750,000	71,232,285	17,736,785	0	0	0	<b>90,719,070</b>
<b>Be First</b>	0	0	0	0	1,978,000	0	0	0	<b>1,978,000</b>
<b>Care &amp; Support</b>	1,390,570	400,000	0	0	0	0	0	0	<b>1,790,570</b>
<b>Community Solutions</b>	0	0	582,000	0	3,747,600	0	0	0	<b>4,329,600</b>
<b>Core</b>	0	0	7,977,401	0	0	0	0	0	<b>7,977,401</b>
<b>Culture, Heritage &amp; Recreation</b>	1,000,000	0	1,804,970	0	0	500,000	1,000,000	0	<b>4,304,970</b>
<b>Customer Access &amp; Technology</b>	0	0	4,142,236	0	216,618	0	0	0	<b>4,358,854</b>
<b>Education, Youth &amp; Childcare</b>	24,948,924	0	125,842	0	0	0	0	0	<b>25,074,766</b>
<b>Enforcement</b>	220,000	0	7,284,447	0	0	0	0	2,665,802	<b>10,170,249</b>
<b>Growth &amp; Homes &amp; Regeneration</b>	9,832,652	0	12,699,353	8,572,089	0	0	0	35,559,864	<b>66,663,958</b>
<b>Investment Strategy</b>	0	0	128,753	0	263,000	89,901	0	0	<b>481,654</b>
<b>Legal Services</b>	0	0	0	0	0	0	0	0	<b>0</b>
<b>My Place</b>	0	0	1,208,724	0	0	0	0	0	<b>1,208,724</b>
<b>Public Realm</b>	0	0	1,080,374	0	0	0	0	0	<b>1,080,374</b>
<b>SDI Commissioning</b>	23,146	0	3,197,227	0	1,238,858	0	0	0	<b>4,459,231</b>
<b>Traded Services</b>	0	0	0	0	517,103	0	0	0	<b>517,103</b>
<b>Total</b>	<b>37,415,292</b>	<b>400,000</b>	<b>41,981,327</b>	<b>79,804,374</b>	<b>25,697,964</b>	<b>589,901</b>	<b>1,000,000</b>	<b>38,225,666</b>	<b>225,114,524</b>