

Our Council

2020/21 Subjective Budget

| 2019/20 Budget Book £'000 | Directorate | Lead | Employee Cost £'000 | Non Employee Cost £'000 | Gross Exp £'000 | Income £'000 | Government Grants £'000 | 20/21 Budget £'000 |
|------------------------------------|---|------------------|---------------------------|----------------------------------|--------------------|-------------------|-------------------------------|--------------------------|
| 242,290 | Children, Families, Lifelong Learning and Culture | Dave Hill | 132,852 | 686,004 | 818,856 | -26,348 | -548,309 | 244,199 |
| 0 | Public Health | Dave Hill | 2,703 | 27,533 | 30,236 | 0 | 0 | 30,236 |
| 364,811 | Adult Social Care | Simon White | 79,543 | 421,697 | 501,240 | -116,376 | -12,736 | 372,128 |
| 162,845 | Environment, Transport, & Infrastructure | Gillian Steward | 58,532 | 134,948 | 193,480 | -20,375 | -4,927 | 168,178 |
| 13,332 | Transformation, Partnerships and Prosperity | Michael Coughlin | 14,749 | 5,663 | 20,412 | -812 | -478 | 19,122 |
| 71,216 | Resources | Leigh Whitehouse | 31,502 | 70,448 | 101,950 | -35,608 | -66 | 66,276 |
| 31,670 | Central Income & Expenditure | Leigh Whitehouse | 1,250 | 75,884 | 77,134 | -8,900 | 0 | 68,234 |
| 886,164 | Total - Our Council | | 321,131 | 1,422,177 | 1,743,308 | -208,419 | -566,516 | 968,373 |
| Central funding: | | | | | | | | |
| -731,598 | Council tax | | | | | -763,913 | | -763,913 |
| -119,977 | Business Rates | | | | | -116,224 | | -116,224 |
| -34,589 | Central Government Grants | | | | | | -88,236 | -88,236 |
| 0 | Total - Our Council | | 321,131 | 1,422,177 | 1,743,308 | -1,088,556 | -654,752 | 0 |

Our Council

Budget movements from 2019/20 Budget to 2020/21 Budget

| 2019/20 Budget Book £'000 | Directorate | 2019/20 Virements and Other Adjustments £'000 | 2019/20 Budget £'000 | Inflation £'000 | Pressures £'000 | Efficiencies £'000 | 20/21 Budget £'000 |
|------------------------------|---|--|-------------------------|--------------------|--------------------|-----------------------|-----------------------|
| 242,290 | Children, Families, Lifelong Learning and Culture | 1,401 | 243,690 | 6,823 | 5,665 | -11,979 | 244,199 |
| 0 | Public Health | 30,236 | 30,236 | 0 | 319 | -319 | 30,236 |
| 364,811 | Adult Social Care | -886 | 363,925 | 8,816 | 11,731 | -12,344 | 372,128 |
| 162,845 | Environment, Transport, & Infrastructure | -262 | 162,583 | 4,804 | 4,757 | -3,966 | 168,178 |
| 13,332 | Transformation, Partnerships and Prosperity | 3,537 | 16,869 | 415 | 2,859 | -1,021 | 19,122 |
| 71,216 | Resources | -5,517 | 65,699 | 2,084 | 2,567 | -4,074 | 66,276 |
| 31,670 | Central Income & expenditure | 13,892 | 45,562 | 0 | 27,098 | -4,427 | 68,234 |
| 886,164 | Total - Our Council | 42,400 | 928,564 | 22,942 | 54,996 | -38,130 | 968,373 |

Note: 2019/20 virements and other adjustments - Transfer of PH Grant (PH - £30.2m and CIE £5.4m = £35.6m) and Social Care Grant (£6.8m) to Central Government grants. The other changes reflect the permanent in year virements between services significantly the repatriation of Orbis services to Surrey between TPP, Resources and CIE and the transfer of Commercial Service from CFLC to Resources (£1.7m).

Children, Families, Lifelong Learning and Culture

Executive Director: Dave Hill

2020/21 Subjective Budget

| 2019/20 Budget Book £'000 | Service | Employee Cost £'000 | Non Employee Cost £'000 | Gross Exp £'000 | Income £'000 | Government Grants £'000 | 20/21 Budget £'000 |
|---------------------------|--|---------------------|-------------------------|-----------------|----------------|-------------------------|--------------------|
| 43,804 | Family Resilience | 31,021 | 8,409 | 39,430 | -1,517 | -1,125 | 36,788 |
| 97,383 | Education, Lifelong Learning & Culture | 54,327 | 227,311 | 281,638 | -19,989 | -165,717 | 95,932 |
| 6,043 | Commissioning | 5,574 | 60,676 | 66,250 | -60 | -59,822 | 6,368 |
| 8,013 | Quality & Performance | 8,931 | 1,279 | 10,210 | -741 | -426 | 9,043 |
| 92,047 | Corporate Parenting | 32,761 | 74,941 | 107,702 | -4,041 | -9,553 | 94,108 |
| -5,000 | Directorate Wide Savings | 239 | 1,721 | 1,960 | 0 | 0 | 1,960 |
| 242,290 | Total - Children, Families, Lifelong Learning and Culture | 132,852 | 374,338 | 507,190 | -26,348 | -236,643 | 244,199 |
| 0 | Delegated Schools | | 311,666 | 311,666 | | -311,666 | 0 |
| 242,290 | Total - Children, Families, Lifelong Learning and Culture | 132,852 | 686,004 | 818,856 | -26,348 | -548,309 | 244,199 |

Budget movements from 2019/20 Budget to 2020/21 Budget

| 2019/20 Budget Book £'000 | Service | 2019/20 Virements and Other Adjustments £'000 | 2019/20 Budget £'000 | Inflation £'000 | Pressures £'000 | Efficiencies £'000 | 20/21 Budget £'000 |
|---------------------------|--|---|----------------------|-----------------|-----------------|--------------------|--------------------|
| 43,804 | Family Resilience | -5,390 | 38,414 | 1,025 | 0 | -2,650 | 36,788 |
| 97,383 | Education, Lifelong Learning & Culture | 929 | 98,312 | 2,474 | 1,675 | -6,529 | 95,932 |
| 6,043 | Commissioning | -142 | 5,901 | 117 | 450 | -100 | 6,368 |
| 8,013 | Quality Assurance | 387 | 8,400 | 203 | 440 | 0 | 9,043 |
| 92,047 | Corporate Parenting | 3,166 | 95,213 | 1,495 | 100 | -2,700 | 94,108 |
| -5,000 | Directorate Wide | 2,451 | -2,550 | 1,510 | 3,000 | 0 | 1,960 |
| 242,290 | Total - Children, Learning, Families and Culture | 1,401 | 243,690 | 6,823 | 5,665 | -11,979 | 244,199 |
| 0 | Delegated Schools | 0 | 0 | | 0 | | 0 |
| 242,290 | Total - Children, Families, Lifelong Learning and Culture | 1,401 | 243,690 | 6,823 | 5,665 | -11,979 | 244,199 |

Public Health

Executive Director: Dave Hill

2020/21 Subjective Budget

| 2019/20 Budget Book £'000 | Service | Employee Cost £'000 | Non Employee Cost £'000 | Gross Exp £'000 | Income £'000 | Government Grants £'000 | 20/21 Budget £'000 |
|------------------------------------|---------------|---------------------------|----------------------------------|--------------------|-----------------|-------------------------------|--------------------------|
| 0 | Public Health | 2,703 | 27,533 | 30,236 | | | 30,236 |
| 0 Total - Public Health | | 2,703 | 27,533 | 30,236 | 0 | 0 | 30,236 |

Budget movements from 2019/20 Budget to 2020/21 Budget

| 2019/20 Budget Book £'000 | Service | 2019/20 Virements and Other Adjustments £'000 | 2019/20 Budget £'000 | Inflation £'000 | Pressures £'000 | Efficiencies £'000 | 20/21 Budget £'000 |
|------------------------------------|---------------|---|----------------------------|--------------------|--------------------|-----------------------|--------------------------|
| 0 | Public Health | 30,236 | 30,236 | | 319 | -319 | 30,236 |
| 0 Total - Public Health | | 30,236 | 30,236 | 0 | 319 | -319 | 30,236 |

Adult Social Care

Executive Director: Simon White □

2020/21 Subjective Budget

| 2019/20 Budget Book £'000 | Service | Employee Cost £'000 | Non Employee Cost £'000 | Gross Exp £'000 | Income £'000 | Government Grants £'000 | 20/21 Budget £'000 |
|------------------------------------|----------------------------------|---------------------------|----------------------------------|--------------------|-----------------|-------------------------------|--------------------------|
| 364,811 | Adult Social Care | 79,543 | 421,697 | 501,240 | -116,376 | -12,736 | 372,128 |
| 364,811 | Total - Adult Social Care | 79,543 | 421,697 | 501,240 | -116,376 | -12,736 | 372,128 |

Budget movements from 2019/20 Budget to 2020/21 Budget

| 2019/20 Budget Book £'000 | Service | 2019/20 Virements and Other Adjustments £'000 | 2019/20 Budget £'000 | Inflation £'000 | Pressures £'000 | Efficiencies £'000 | 20/21 Budget £'000 |
|------------------------------------|----------------------------------|---|----------------------------|--------------------|--------------------|-----------------------|--------------------------|
| 364,811 | Adult Social Care | -886 | 363,925 | 8,816 | 11,731 | -12,344 | 372,128 |
| 364,811 | Total - Adult Social Care | -886 | 363,925 | 8,816 | 11,731 | -12,344 | 372,128 |

Environment, Transport, & Infrastructure

Executive Director: Gillian Steward

Director (Community Protection & Emergencies): Steve Owen-Hughes

2020/21 Subjective Budget

| 2019/20 Budget Book £'000 | Service | Employee Cost £'000 | Non Employee Cost £'000 | Gross Exp £'000 | Income £'000 | Government Grants £'000 | 20/21 Budget £'000 |
|---------------------------|---|---------------------|-------------------------|-----------------|----------------|-------------------------|--------------------|
| 58,986 | Highways & Transport | 17,308 | 60,366 | 77,674 | -13,046 | -1,773 | 62,855 |
| 69,580 | Environment | 6,807 | 69,386 | 76,193 | -4,247 | -274 | 71,672 |
| 388 | Communities Support Function | 321 | 29 | 350 | | | 350 |
| 34,472 | Community Protection | 34,096 | 5,486 | 39,582 | -2,820 | -2,880 | 33,882 |
| -581 | To be identified across services | | -319 | -319 | -262 | | -581 |
| 162,845 | Total - Environment, Transport, & Infrastructure | 58,532 | 134,948 | 193,480 | -20,375 | -4,927 | 168,178 |

Budget movements from 2019/20 Budget to 2020/21 Budget

| 2019/20 Budget Book £'000 | Service | 2019/20 Virements and Other Adjustments £'000 | 2019/20 Budget £'000 | Inflation £'000 | Pressures £'000 | Efficiencies £'000 | 20/21 Budget £'000 |
|---------------------------|---|---|----------------------|-----------------|-----------------|--------------------|--------------------|
| 58,986 | Highways & Transport | -322 | 58,664 | 1,978 | 4,054 | -1,841 | 62,855 |
| 69,580 | Environment | 67 | 69,647 | 2,017 | 633 | -625 | 71,672 |
| 388 | Communities Support function | -46 | 342 | 8 | | | 350 |
| 34,472 | Community Protection | 39 | 34,511 | 801 | 70 | -1,500 | 33,882 |
| -581 | To be identified across services | | -581 | | | | -581 |
| 162,845 | Total - Environment, Transport, & Infrastructure | -262 | 162,583 | 4,804 | 4,757 | -3,966 | 168,178 |

Notes:

Inflation includes contractual inflation where required, including waste management, street lighting, highways maintenance and bus services.

Transformation, Partnerships and Prosperity

Executive Director: Michael Coughlin

2020/21 Subjective Budget

| 2019/20 Budget Book £'000 | Service | Employee Cost £'000 | Non Employee Cost £'000 | Gross Exp £'000 | Income £'000 | Government Grants £'000 | 20/21 Budget £'000 |
|---------------------------|--|---------------------|-------------------------|-----------------|--------------|-------------------------|--------------------|
| 4,133 | Human Resources & Organisational Development | 4,707 | 1,888 | 6,595 | | | 6,595 |
| 2,637 | Insight, Analytics & Intelligence | 2,390 | 1,622 | 4,012 | -264 | -478 | 3,270 |
| 3,133 | Customer Services | 2,952 | 107 | 3,059 | -142 | | 2,917 |
| 1,772 | Coroner | 1,064 | 1,283 | 2,347 | -379 | | 1,968 |
| 1,281 | Strategic Leadership | 1,337 | 28 | 1,365 | | | 1,365 |
| 1,407 | Communications | 1,123 | 319 | 1,442 | | | 1,442 |
| 976 | Economic Growth | 398 | 416 | 814 | -27 | | 787 |
| 0 | Transformation Support Unit | 778 | | 778 | | | 778 |
| -2,007 | Cross County | 0 | | 0 | | | 0 |
| 13,332 | Total - Transformation, Partnerships and Prosperity | 14,749 | 5,663 | 20,412 | -812 | -478 | 19,122 |

Transformation, Partnerships and Prosperity

Budget movements from 2019/20 Budget to 2020/21 Budget

| 2019/20 Budget Book £'000 | Service | 2019/20 Virements and Other Adjustments £'000 | 2019/20 Budget £'000 | Inflation £'000 | Pressures £'000 | Efficiencies £'000 | 20/21 Budget £'000 |
|---------------------------|--|---|----------------------|-----------------|-----------------|--------------------|--------------------|
| 4,133 | Human Resources & Organisational Development | 2,480 | 6,613 | 182 | | -200 | 6,595 |
| 2,637 | Insight, Analytics & Intelligence | 463 | 3,100 | 30 | 275 | -135 | 3,270 |
| 3,133 | Customer Services | | 3,133 | 70 | | -286 | 2,917 |
| 1,772 | Coroner | 0 | 1,772 | 52 | 244 | -100 | 1,968 |
| 1,281 | Strategic Leadership | -267 | 1,014 | 18 | 333 | | 1,365 |
| 1,407 | Communications | 0 | 1,407 | 34 | | | 1,441 |
| 976 | Economic Growth | 0 | 976 | 12 | | -200 | 788 |
| 0 | Transformation Support Unit | 861 | 861 | 17 | | -100 | 778 |
| -2,007 | Cross County | | -2,007 | | 2,007 | | 0 |
| 13,332 | Total - Transformation, Partnerships and Prosperity | 3,537 | 16,869 | 415 | 2,859 | -1,021 | 19,122 |

Resources

Executive Director: Leigh Whitehouse

2020/21 Subjective Budget

| 2019/20 Budget Book £'000 | Service | Employee Cost £'000 | Non Employee Cost £'000 | Gross Exp £'000 | Income £'000 | Government Grants £'000 | 20/21 Budget £'000 |
|------------------------------------|----------------------------------|------------------------|----------------------------------|--------------------|-----------------|-------------------------------|--------------------------|
| 2,432 | Finance | 5,610 | 2,993 | 8,603 | -1,432 | | 7,171 |
| 3,619 | Legal Services | 3,296 | 1,258 | 4,554 | -424 | | 4,130 |
| 3,407 | Democratic Services | 1,664 | 1,980 | 3,644 | -151 | -66 | 3,427 |
| 18,877 | Property | 8,535 | 27,622 | 36,157 | -9,101 | | 27,056 |
| 11,030 | Information Technology & Digital | 651 | 10,715 | 11,366 | -660 | | 10,706 |
| -69 | Business Operations | 162 | -468 | -306 | | | -306 |
| 31,920 | Joint Operating Budget ORBIS | | 15,782 | 15,782 | | | 15,782 |
| | Commercial Services | 11,584 | 10,566 | 22,150 | -23,840 | | -1,690 |
| 71,216 | Total - Resources | 31,502 | 70,448 | 101,950 | -35,608 | -66 | 66,276 |

Budget movements from 2019/20 Budget to 2020/21 Budget

| 2019/20 Budget Book £'000 | Service | 2019/20 Virements and Other £'000 | 2019/20 Budget £'000 | Inflation £'000 | Pressures £'000 | Efficiencies £'000 | 20/21 Budget £'000 |
|------------------------------------|----------------------------------|--|----------------------------|--------------------|--------------------|-----------------------|--------------------------|
| 2,432 | Finance | 5,713 | 8,145 | 176 | 100 | -1,250 | 7,171 |
| 3,619 | Legal Services | 0 | 3,619 | 72 | 439 | | 4,130 |
| 3,407 | Democratic Services | -57 | 3,350 | 77 | | | 3,427 |
| 18,877 | Property | 6,723 | 25,600 | 1,120 | 1,337 | -1,000 | 27,057 |
| 11,030 | Information Technology & Digital | -175 | 10,855 | 278 | 320 | -748 | 10,705 |
| -69 | Business Operations | 0 | -69 | 13 | | -250 | -306 |
| 31,920 | Joint Operating Budget ORBIS | -16,031 | 15,889 | 348 | 371 | -826 | 15,782 |
| 0 | Commercial Services | -1,690 | -1,690 | | | | -1,690 |
| 71,216 | Total - Resources | -5,517 | 65,699 | 2,084 | 2,567 | -4,074 | 66,276 |

Central Income & Expenditure

Executive Director: Leigh Whitehouse

2020/21 Subjective Budget

| 2019/20 Budget Book £'000 | Service | Employee Cost £'000 | Non Employee Cost £'000 | Gross Exp £'000 | Income £'000 | Government Grants £'000 | 20/21 Budget £'000 |
|------------------------------------|---|---------------------------|----------------------------------|--------------------|-----------------|-------------------------------|--------------------------|
| 31,670 | Central Income & Expenditure | 1,250 | 75,884 | 77,134 | -8,900 | 0 | 68,234 |
| 31,670 | Total - Central Income & Expenditure | 1,250 | 75,884 | 77,134 | -8,900 | 0 | 68,234 |

Budget movements from 2019/20 Budget to 2020/21 Budget

| 2019/20 Budget Book £'000 | Service | 2019/20 Virements and Other Adjustments £'000 | 2019/20 Budget £'000 | Inflation £'000 | Pressures £'000 | Efficiencies £'000 | 20/21 Budget £'000 |
|------------------------------------|---|---|----------------------------|--------------------|--------------------|-----------------------|--------------------------|
| 31,670 | Central Income & Expenditure | 13,892 | 45,562 | 0 | 27,098 | -4,427 | 68,234 |
| 31,670 | Total - Central Income & Expenditure | 13,892 | 45,562 | 0 | 27,098 | -4,427 | 68,234 |

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