

Portfolio	Service	Total 2016-17		Total 2017-18		Total 2018-19		Total 2019-20		Total 2020-21	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Children's Services	Digital and Strategic Options Appraisals	255	0.1%	582	0.2%	582	0.2%	582	0.2%	582	0.2%
	Joint Commissioning	0	0.0%	(20)	0.0%	(20)	0.0%	(20)	0.0%	(20)	0.0%
	LA Care Services	8,386	2.5%	8,666	2.6%	8,666	2.6%	8,666	2.6%	8,666	2.6%
	LA Children in Care	3,781	1.1%	5,754	1.7%	6,130	1.9%	6,499	2.0%	7,102	2.1%
	LA Children in Need	10,548	3.2%	12,743	3.9%	12,352	3.8%	12,352	3.8%	12,352	3.6%
	LA Family Resilience	2,017	0.6%	2,015	0.6%	1,325	0.4%	1,325	0.4%	1,325	0.4%
	LA Management & Overheads - C & F	3,994	1.2%	4,277	1.3%	3,898	1.2%	4,108	1.2%	3,525	1.0%
	LA Prevention & Commissioning	22,227	6.8%	22,274	6.8%	22,274	6.8%	22,274	6.8%	22,274	6.6%
	LA Quality, Standards & Performance	2,454	0.7%	2,442	0.7%	2,442	0.7%	2,442	0.7%	2,442	0.7%
<b>Children's Services Total</b>		<b>53,662</b>	<b>16.3%</b>	<b>58,733</b>	<b>17.8%</b>	<b>57,649</b>	<b>17.6%</b>	<b>58,228</b>	<b>17.7%</b>	<b>58,248</b>	<b>17.1%</b>
Community Engagement	Community Cohesion	16	0.0%	32	0.0%	32	0.0%	32	0.0%	32	0.0%
	Community Engagement & Development	1,100	0.3%	1,014	0.3%	1,014	0.3%	1,014	0.3%	1,014	0.3%
	Digital and Strategic Options Appraisals	(0)	0.0%	(93)	0.0%	(93)	0.0%	(93)	0.0%	(93)	0.0%
	Community Safety	570	0.2%	469	0.1%	469	0.1%	469	0.1%	469	0.1%
	Culture & Leisure	1,253	0.4%	1,199	0.4%	1,179	0.4%	1,159	0.4%	1,159	0.3%
	LA Universal Youth Services	198	0.1%	198	0.1%	198	0.1%	198	0.1%	198	0.1%
	Libraries & Information Services	3,679	1.1%	3,581	1.1%	3,291	1.0%	3,041	0.9%	3,041	0.9%
	Operations	1,156	0.4%	886	0.3%	841	0.3%	841	0.3%	841	0.2%
	Public Health	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Resilience	109	0.0%	109	0.0%	109	0.0%	109	0.0%	109	0.0%
	SMT	534	0.2%	534	0.2%	534	0.2%	534	0.2%	534	0.2%
	Trading Standards	982	0.3%	981	0.3%	966	0.3%	966	0.3%	966	0.3%
	Voluntary & Community Sector	171	0.1%	169	0.1%	169	0.1%	169	0.1%	169	0.0%
	Wellbeing	196	0.1%	199	0.1%	199	0.1%	199	0.1%	199	0.1%
<b>Community Engagement Total</b>		<b>9,963</b>	<b>3.0%</b>	<b>9,277</b>	<b>2.8%</b>	<b>8,907</b>	<b>2.7%</b>	<b>8,637</b>	<b>2.6%</b>	<b>8,637</b>	<b>2.5%</b>
Education & Skills (LA)	Client Transport Central Costs	2	0.0%	2,317	0.7%	2,447	0.7%	2,377	0.7%	2,507	0.7%
	Culture & Lrng - Adult Lrng (Ext Funded)	(82)	0.0%	(86)	0.0%	(86)	0.0%	(86)	0.0%	(86)	0.0%
	Culture & Lrng - Student Support	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Digital and Strategic Options Appraisals	(676)	-0.2%	(747)	-0.2%	(1,097)	-0.3%	(1,447)	-0.4%	(1,447)	-0.4%
	Home to School Transport	12,476	3.8%	12,148	3.7%	12,148	3.7%	12,148	3.7%	12,148	3.6%
	Joint Commissioning	2,620	0.8%	2,683	0.8%	2,683	0.8%	2,683	0.8%	2,683	0.8%
	LA Children's Partnerships	169	0.1%	105	0.0%	105	0.0%	105	0.0%	105	0.0%
	LA Fair Access & Youth Provision	1,784	0.5%	1,662	0.5%	1,662	0.5%	1,662	0.5%	1,662	0.5%
	LA Learning Trust	2,672	0.8%	155	0.0%	(482)	-0.1%	(313)	-0.1%	(203)	-0.1%
	LA Management (Learning Skills & Dev)	3,715	1.1%	3,634	1.1%	3,634	1.1%	3,634	1.1%	3,634	1.1%
	LA Prevention & Commissioning	9,169	2.8%	8,195	2.5%	6,870	2.1%	6,685	2.0%	6,685	2.0%
	LA SEN	1,590	0.5%	1,198	0.4%	938	0.3%	938	0.3%	938	0.3%
	Skills Agenda	31	0.0%	31	0.0%	31	0.0%	31	0.0%	31	0.0%
Strategy & Policy	479	0.1%	479	0.1%	479	0.1%	479	0.1%	479	0.1%	
<b>Education &amp; Skills (LA) Total</b>		<b>33,948</b>	<b>10.3%</b>	<b>31,773</b>	<b>9.6%</b>	<b>29,331</b>	<b>8.9%</b>	<b>28,895</b>	<b>8.8%</b>	<b>29,135</b>	<b>8.6%</b>
Education & Skills (DSG)	DSG Children & Families	1,117	0.3%	1,117	0.3%	1,117	0.3%	1,117	0.3%	1,117	0.3%
	DSG LSP Schools ISB	307,528	93.4%	307,528	93.2%	307,528	93.7%	307,528	93.5%	307,528	90.5%
	Fair Access & Youth Provision	793	0.2%	793	0.2%	793	0.2%	793	0.2%	793	0.2%
	Learning Trust	4,416	1.3%	4,416	1.3%	4,416	1.3%	4,416	1.3%	4,416	1.3%
	Management (DSG Lrn, Skills & Prevntn)	(395,912)	-120.2%	(395,912)	-120.6%	(395,912)	-120.6%	(395,912)	-120.3%	(395,912)	-116.6%
	Prevention & Commissioning	31,312	9.5%	31,312	9.5%	31,312	9.5%	31,312	9.5%	31,312	9.2%
	School & Academy Relationships	2,833	0.9%	2,833	0.9%	2,833	0.9%	2,833	0.9%	2,833	0.8%
	SEN	45,808	13.9%	45,808	13.9%	45,808	14.0%	45,808	13.9%	45,808	13.5%
	Strategy & Policy	3	0.0%	3	0.0%	3	0.0%	3	0.0%	3	0.0%
<b>Education &amp; Skills (DSG) Total</b>		<b>(2,102)</b>	<b>-0.6%</b>	<b>(2,102)</b>	<b>-0.6%</b>	<b>(2,102)</b>	<b>-0.6%</b>	<b>(2,102)</b>	<b>-0.6%</b>	<b>(2,102)</b>	<b>-0.6%</b>
Health & Wellbeing	Adult Mental Health Needs	5,360	1.6%	5,753	1.7%	5,753	1.8%	5,753	1.7%	5,753	1.7%
	Assessment & Care Management	12,458	3.8%	11,816	3.6%	12,016	3.7%	12,016	3.7%	12,016	3.5%
	Business Intelligence	1,304	0.4%	1,304	0.4%	1,304	0.4%	1,304	0.4%	1,304	0.4%

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		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
	Centrally Managed Budgets	(0)	0.0%	(2,688)	-0.8%	(4,322)	-1.3%	(5,611)	-1.7%	(6,367)	-1.9%
	Commissioning & Service Improvement	3,334	1.0%	3,964	1.2%	3,964	1.2%	3,964	1.2%	3,964	1.2%
	Digital and Strategic Options Appraisals	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Internally Provided Services	0	0.0%	(1,000)	-0.3%	(1,000)	-0.3%	(1,000)	-0.3%	(1,000)	-0.3%
	Joint Commissioning	6	0.0%	6	0.0%	6	0.0%	6	0.0%	6	0.0%
	Learning Disabilities	40,109	12.2%	39,710	12.0%	40,505	12.3%	42,907	13.0%	42,657	12.6%
	Localities & Safer Communities	(0)	0.0%	(0)	0.0%	(0)	0.0%	(0)	0.0%	(0)	0.0%
	Older People (inc Older People Mental Health)	47,272	14.4%	49,535	15.0%	51,324	15.6%	53,836	16.4%	60,143	17.7%
	Physical & Sensory Disabilities	10,322	3.1%	10,542	3.2%	10,987	3.3%	11,422	3.5%	11,322	3.3%
	Social Isolation	57	0.0%	57	0.0%	57	0.0%	57	0.0%	57	0.0%
	Specialist Services	3,381	1.0%	3,058	0.9%	3,058	0.9%	3,058	0.9%	3,058	0.9%
	Strategic Commissioning ASC	1,304	0.4%	1,304	0.4%	1,304	0.4%	1,304	0.4%	1,304	0.4%
	Supporting People	1,410	0.4%	1,410	0.4%	106	0.0%	106	0.0%	106	0.0%
<b>Health &amp; Wellbeing Total</b>		<b>126,318</b>	<b>38.4%</b>	<b>124,772</b>	<b>37.8%</b>	<b>125,063</b>	<b>38.1%</b>	<b>129,123</b>	<b>39.2%</b>	<b>134,324</b>	<b>39.5%</b>
Leader	Chief Executives Office	582	0.2%	532	0.2%	521	0.2%	521	0.2%	521	0.2%
	Enterprise	569	0.2%	594	0.2%	594	0.2%	594	0.2%	594	0.2%
	Digital and Strategic Options Appraisals	(4)	0.0%	(4)	0.0%	(4)	0.0%	(4)	0.0%	(4)	0.0%
	Growth & Strategy	519	0.2%	502	0.2%	522	0.2%	522	0.2%	522	0.2%
	TEE Corporate and Finance	34	0.0%	67	0.0%	67	0.0%	67	0.0%	67	0.0%
	Strategy & Policy	4,895	1.5%	4,955	1.5%	4,914	1.5%	4,914	1.5%	4,914	1.4%
<b>Leader Total</b>		<b>6,594</b>	<b>2.0%</b>	<b>6,645</b>	<b>2.0%</b>	<b>6,613</b>	<b>2.0%</b>	<b>6,613</b>	<b>2.0%</b>	<b>6,613</b>	<b>1.9%</b>
Planning & Environment	Assurance	(534)	-0.2%	(551)	-0.2%	(551)	-0.2%	(551)	-0.2%	(551)	-0.2%
	Environment Services	10,107	3.1%	9,752	3.0%	9,613	2.9%	9,410	2.9%	9,515	2.8%
	Digital and Strategic Options Appraisals	81	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Growth & Strategy	260	0.1%	347	0.1%	284	0.1%	284	0.1%	284	0.1%
	Regeneration & Infrastructure	90	0.0%	90	0.0%	90	0.0%	90	0.0%	90	0.0%
	TEE Corporate and Finance	818	0.2%	673	0.2%	561	0.2%	561	0.2%	561	0.2%
<b>Planning &amp; Environment Total</b>		<b>10,820</b>	<b>3.3%</b>	<b>10,309</b>	<b>3.1%</b>	<b>9,995</b>	<b>3.0%</b>	<b>9,792</b>	<b>3.0%</b>	<b>9,897</b>	<b>2.9%</b>
Resources	Assurance	4,045	1.2%	3,335	1.0%	3,078	0.9%	2,625	0.8%	2,709	0.8%
	Commercial	581	0.2%	271	0.1%	130	0.0%	130	0.0%	130	0.0%
	Consultancy Services	7,649	2.3%	7,902	2.4%	7,916	2.4%	7,916	2.4%	7,916	2.3%
	Digital and Strategic Options Appraisals	(280)	-0.1%	(456)	-0.1%	(656)	-0.2%	(756)	-0.2%	(756)	-0.2%
	Enterprise	106	0.0%	106	0.0%	106	0.0%	106	0.0%	106	0.0%
	Operations	10,591	3.2%	10,234	3.1%	10,184	3.1%	10,184	3.1%	10,184	3.0%
	Regeneration and Infrastructure	180	0.1%	180	0.1%	180	0.1%	180	0.1%	180	0.1%
	Strategy & Policy	466	0.1%	443	0.1%	400	0.1%	400	0.1%	400	0.1%
<b>Resources Total</b>		<b>23,337</b>	<b>7.1%</b>	<b>22,014</b>	<b>6.7%</b>	<b>21,337</b>	<b>6.5%</b>	<b>20,784</b>	<b>6.3%</b>	<b>20,868</b>	<b>6.1%</b>
Transportation	Digital and Strategic Options Appraisals	34	0.0%	0	0.0%	0	0.0%	0	0.0%	(319)	-0.1%
	Environment Services	182	0.1%	98	0.0%	18	0.0%	18	0.0%	18	0.0%
	Growth & Strategy	836	0.3%	908	0.3%	908	0.3%	908	0.3%	884	0.3%
	Regeneration & Infrastructure	112	0.0%	112	0.0%	112	0.0%	112	0.0%	112	0.0%
	TEE Corporate and Finance	(211)	-0.1%	(546)	-0.2%	(696)	-0.2%	(846)	-0.3%	(846)	-0.2%
	Transport Services	26,212	8.0%	27,295	8.3%	27,376	8.3%	27,471	8.4%	27,245	8.0%
<b>Transportation Total</b>		<b>27,164</b>	<b>8.2%</b>	<b>27,866</b>	<b>8.4%</b>	<b>27,717</b>	<b>8.4%</b>	<b>27,662</b>	<b>8.4%</b>	<b>27,093</b>	<b>8.0%</b>
<b>Total Net Portfolio Budget</b>		<b>289,704</b>	<b>88.0%</b>	<b>289,287</b>	<b>87.7%</b>	<b>284,510</b>	<b>86.7%</b>	<b>287,632</b>	<b>87.4%</b>	<b>292,713</b>	<b>86.2%</b>
Corporate Costs	Corporate Costs	10,173	3.1%	19,784	6.0%	23,413	7.1%	26,595	8.1%	32,456	9.6%
	Treasury Mgt & Capital Financing	25,924	7.9%	21,272	6.4%	20,228	6.2%	14,954	4.5%	14,434	4.2%
<b>Corporate Costs Total</b>		<b>36,097</b>	<b>11.0%</b>	<b>41,056</b>	<b>12.4%</b>	<b>43,641</b>	<b>13.3%</b>	<b>41,549</b>	<b>12.6%</b>	<b>46,890</b>	<b>13.8%</b>
<b>Net Operating Budget</b>		<b>325,801</b>	<b>98.9%</b>	<b>330,343</b>	<b>100.1%</b>	<b>328,151</b>	<b>100.0%</b>	<b>329,181</b>	<b>100.1%</b>	<b>339,603</b>	<b>100.0%</b>

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		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Use of Reserves	Earmarked Reserves	(1,500)	-0.5%	(582)	-0.2%	0	0.0%	0	0.0%	0	0.0%
	Non-Earmarked Reserves	4,969	1.5%	179	0.1%	36	0.0%	(195)	-0.1%	36	0.0%
<b>Use of Reserves Total</b>		<b>3,469</b>	<b>1.1%</b>	<b>(403)</b>	<b>-0.1%</b>	<b>36</b>	<b>0.0%</b>	<b>(195)</b>	<b>-0.1%</b>	<b>36</b>	<b>0.0%</b>
<b>Net Budget Requirement</b>		<b>329,270</b>	<b>100.0%</b>	<b>329,940</b>	<b>100.0%</b>	<b>328,187</b>	<b>100.0%</b>	<b>328,986</b>	<b>100.0%</b>	<b>339,639</b>	<b>100.0%</b>
Financed By	Council Tax Surplus	(2,657)	-0.8%	(3,517)	-1.1%	0	0.0%	0	0.0%	0	0.0%
	Education Service Grant	(5,075)	-1.5%	(1,627)	-0.5%	0	0.0%	0	0.0%	0	0.0%
	Locally Retained Business Rates	(16,588)	-5.0%	(18,048)	-5.5%	(18,660)	-5.7%	(18,839)	-5.7%	(19,442)	-5.7%
	New Homes Bonus	(3,616)	-1.1%	(3,119)	-0.9%	(2,282)	-0.7%	(2,185)	-0.7%	(2,205)	-0.6%
	Other Un-Ringfenced Grants	(2,415)	-0.7%	(3,707)	-1.1%	(1,977)	-0.6%	(2,802)	-0.9%	(2,802)	-0.8%
	RSG	(23,713)	-7.2%	(8,078)	-2.4%	0	0.0%	0	0.0%	0	0.0%
	Transition Grant	(4,635)	-1.4%	(4,586)	-1.4%	0	0.0%	0	0.0%	0	0.0%
	Top Up Grant	(25,391)	-7.7%	(25,822)	-7.8%	(26,494)	-8.1%	(16,419)	-5.0%	(10,244)	-3.0%
<b>Financed By Total</b>		<b>(84,090)</b>	<b>-25.5%</b>	<b>(68,504)</b>	<b>-20.8%</b>	<b>(49,413)</b>	<b>-15.1%</b>	<b>(40,245)</b>	<b>-12.2%</b>	<b>(34,693)</b>	<b>-10.2%</b>
<b>Council Tax Requirement</b>		<b>(245,183)</b>	<b>-74.5%</b>	<b>(261,436)</b>	<b>-79.2%</b>	<b>(278,774)</b>	<b>-84.9%</b>	<b>(288,742)</b>	<b>-87.8%</b>	<b>(304,946)</b>	<b>-89.8%</b>
<b>Net Budget Requirement</b>		<b>(329,273)</b>	<b>-100.0%</b>	<b>(329,940)</b>	<b>-100.0%</b>	<b>(328,187)</b>	<b>-100.0%</b>	<b>(328,987)</b>	<b>-100.0%</b>	<b>(339,639)</b>	<b>-100.0%</b>
<b>Over/(Under) Budget</b>		<b>0</b>	<b>0.0%</b>	<b>(0)</b>	<b>0.0%</b>	<b>(0)</b>	<b>0.0%</b>	<b>(0)</b>	<b>0.0%</b>	<b>(0)</b>	<b>0.0%</b>