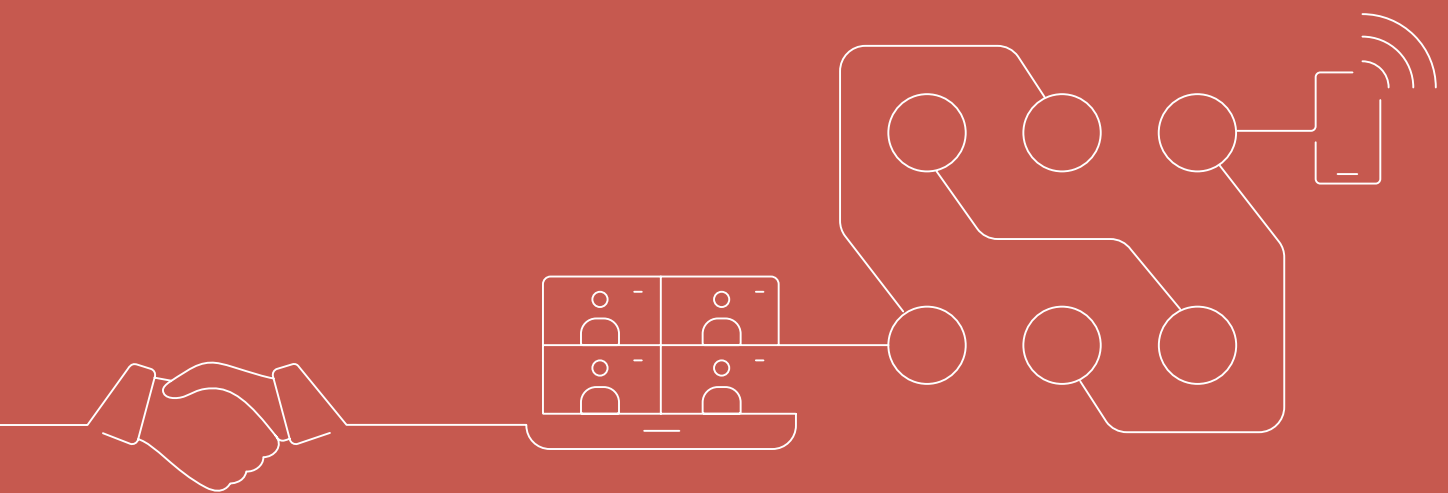




# COUNCIL BUDGET

## 2022-2023





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# **General Information**

**Foreword by  
Chief Financial Officer**

## **CHIEF FINANCIAL OFFICER'S FORWARD**

For the year 2022/23, the Council has set a one-year budget, which was approved by Full Council on 2 March 2022. For the fourth consecutive year, Central Government has only awarded a single-year financial settlement. This position limits the Council's ability to plan for the longer term and is exacerbated by the continuing uncertainty surrounding the future basis of Government funding beyond the current year.

The legacy financial pressures arising from the global pandemic and the sustained uncertainty surrounding local government funding means the Council, like other councils, continues to face a challenging funding position and will do so for the foreseeable future. The Council manages this uncertainty through the production of a Medium Term Financial Strategy that is reviewed on a regular basis.

The aim of the Budget is to provide the most appropriate balance of resources to deliver both the Council's statutory responsibilities, to support the delivery of the Council's key ambitions and its existing and emerging corporate priorities and borough level strategic objectives, as set out within the Council's "Our Borough Strategy 2021-2030".

The additional pressures that will arise from the demand for social care, the need to resource and invest in a local economy recovering from the pandemic, and the ability to achieve strategic objectives will drive the need to identify and deliver cash savings and cost reductions.

Despite the Council successfully delivering significant savings and efficiencies for over a decade, further savings of £6.044 million are required to be delivered over the coming year. As a result, the Council has been left with no option other than to increase Council Tax by 2.99%, which includes a 1% Adult Social Care Precept to provide much needed resources to deliver services to some of our most vulnerable residents.

This will include continuing to deliver high quality adult health and social care support and to manage the demand for services within our borough. We will look to reduce costs wherever possible and improve people's outcomes. In addition, we will do our utmost to ensure that all children and young people in the borough receive the best support, care and protection that can be provided.

The Council will also continue to support growth and investment within St Helens to increase economic activity, encourage job creation and help generate the revenues required to support the ongoing future delivery of vital, local public services. This includes significant ambitious investment within the borough to create distinct, attractive, healthy, safe, inclusive, and accessible places in which to live, work, visit and invest.

The Council will seek further opportunities to generate additional revenue through exploring commercial opportunities, as well as exploring all potential funding streams and grant opportunities to offset reductions in conventional funding.

Finally, the Council will continue to work with our partners, business, communities, faith, and voluntary groups to deliver good quality services within the resources available and maximise the benefits from partnership working.

Further information on our Medium Term Financial Strategy can be found on the Council Budgets and Spending section of our website.

**Cath Fogarty**

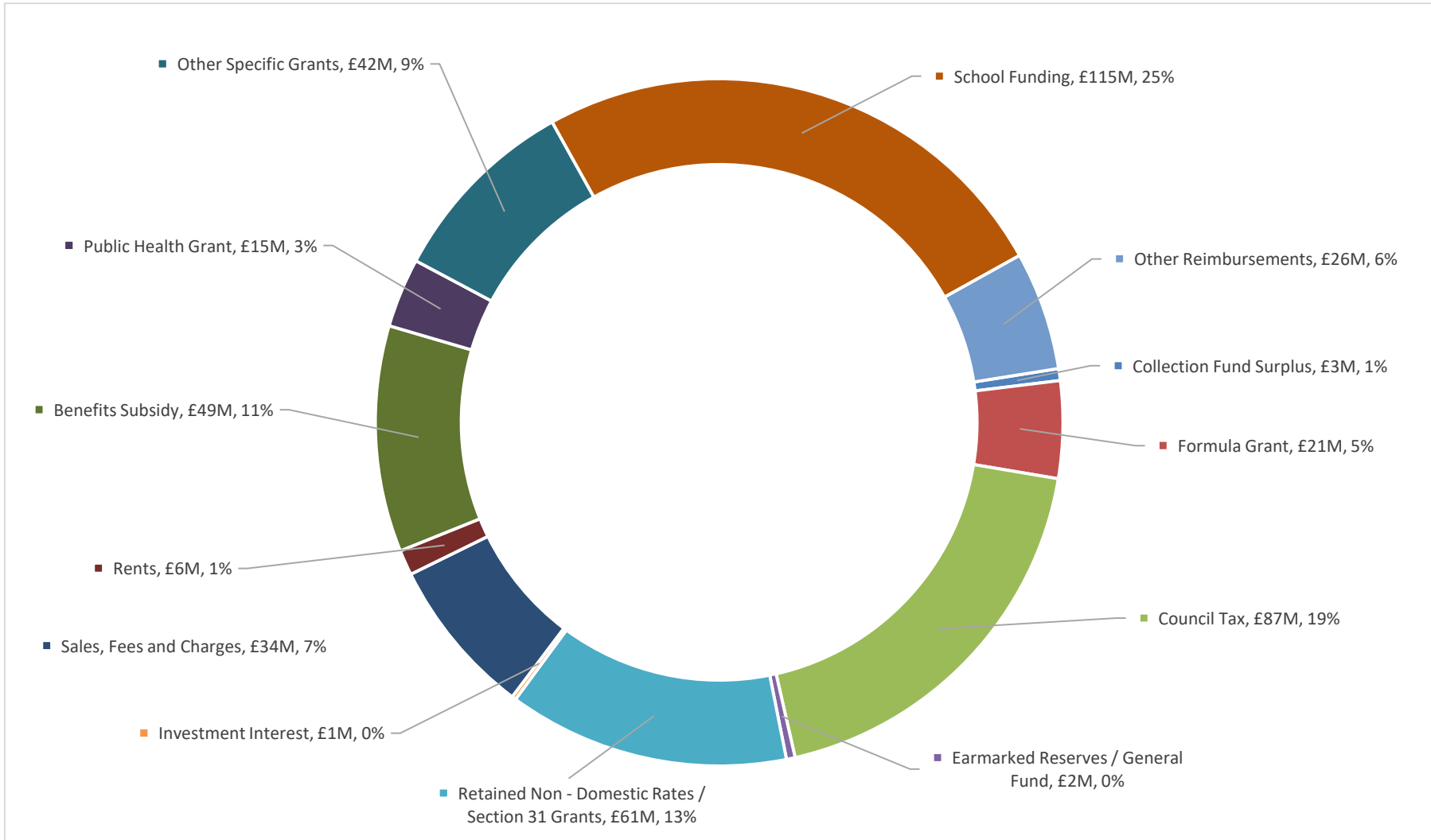
**Executive Director of Corporate Services.**

# **Summary of Requirements**

**REVENUE BUDGET 2022/2023  
SUMMARY OF REQUIREMENTS**

	<b>ALLOWED ESTIMATE 2021/2022 £</b>	<b>REVISED ESTIMATE 2021/2022 £</b>	<b>FORWARD ESTIMATE 2022/2023 £</b>
Education, Skills and Business	11,738,000	12,444,000	12,663,000
Children and Young People	43,374,000	43,248,000	46,857,000
Integrated Care and Health	48,963,000	49,580,000	56,452,000
Wellbeing, Culture and	3,950,000	4,111,000	4,714,000
Heritage Reset and Recovery	1,358,000	1,327,497	1,448,000
Finance and Governance	6,250,000	6,089,503	6,443,000
Environment and Transport	19,167,000	18,865,000	21,392,000
Regeneration and Planning	2,435,000	2,546,000	3,483,000
Safer, Stronger Communities	8,719,000	8,276,000	8,513,000
<b>PORTFOLIO REQUIREMENTS</b>	<b>145,954,000</b>	<b>146,487,000</b>	<b>161,965,000</b>
Levies	21,501,045	21,501,045	22,382,867
Investment Interest	-1,025,000	-1,025,000	-887,000
Capital Financing Costs	10,442,757	10,442,757	10,018,666
Capital Charges	-14,269,000	-14,909,000	-14,749,365
Pensions - Fixed Cost Element	-290,000	-1,540,000	-1,618,200
Contribution to (+) / from (-) Earmarked Balances	-1,365,000	289,000	-1,879,000
Restructuring Costs	2,000,952	2,000,952	1,001,506
<b>NET REQUIREMENTS</b>	<b>162,949,754</b>	<b>163,246,754</b>	<b>176,234,474</b>
For 2021/2022 the above table excludes Central Government funding for Covid-19.			

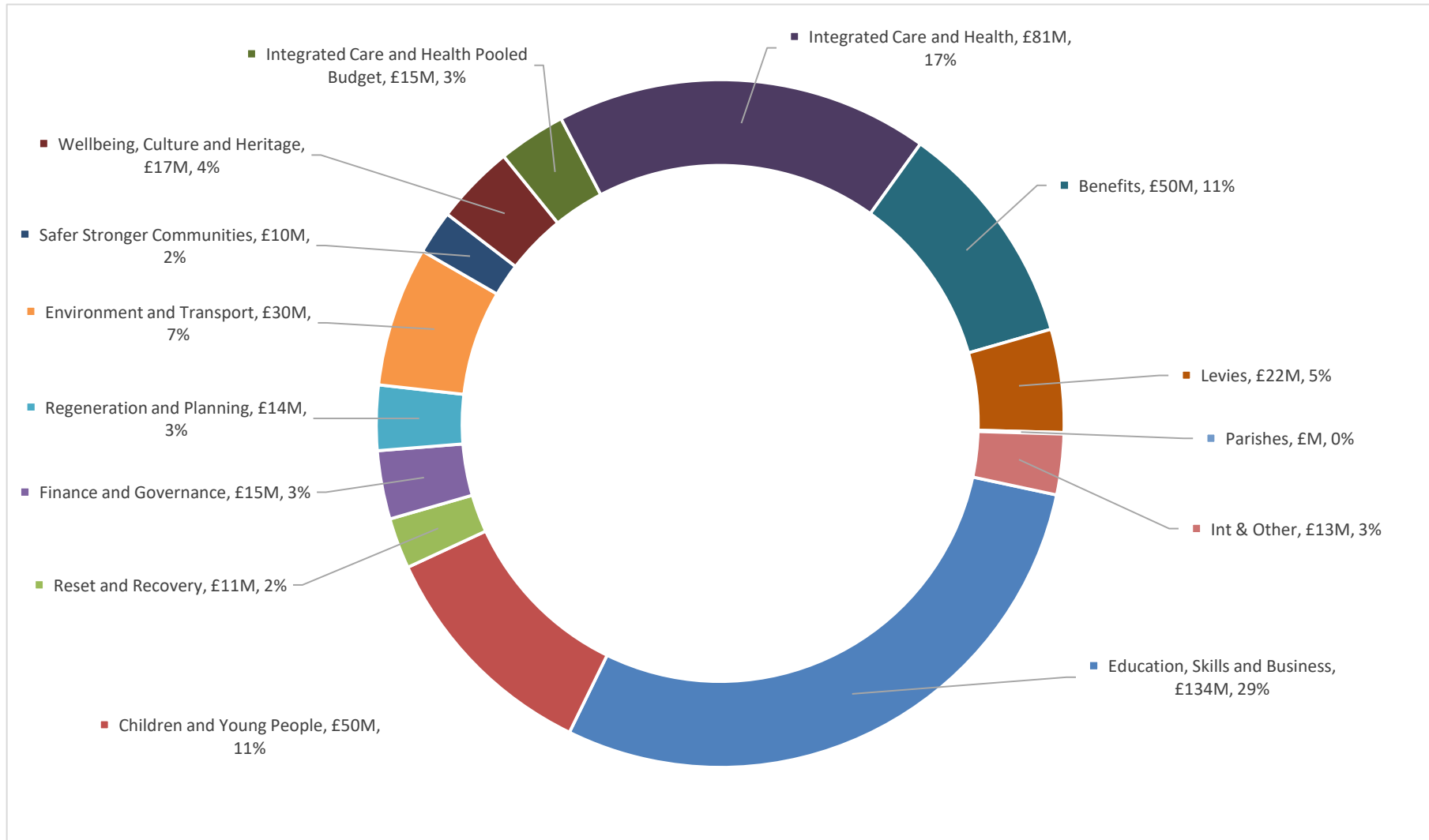
# WHERE THE MONEY COMES FROM



Values in £M



# WHAT THE MONEY IS SPENT ON



Values in £M

**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>EXPENDITURE</u></b>			
	<b><u>Balance C/F</u></b>			
11,635,794	Balance C/F	7,011,488	6,774,486	9,402,286
	<b><u>Employees</u></b>			
60,270,223	Teachers Pay	60,865,729	62,163,650	62,336,722
114,135,931	Non-Teachers Pay	121,335,974	120,727,593	125,595,517
6,434,499	Agency Staff	2,197,265	2,971,126	2,060,612
403,002	IR35 Employees	155,160	141,263	128,347
167,657	Employee Recruitment Costs	39,798	56,814	46,487
3,964,571	Employee Retirement Costs	3,014,863	3,016,495	2,901,133
239,237	Employee Insurance Costs	222,925	207,051	204,275
21,894	Internal Training Costs	52,007	50,419	46,519
812,100	Other Training Expenses	712,392	749,384	705,334
	<b><u>Premises Related Expenses</u></b>			
3,683,393	Repairs and Maintenance	3,388,724	3,680,565	3,938,741
2,572,431	Direct Service Charge-Ground Maintenance	2,228,434	2,291,994	2,188,481
137,848	Grounds Maintenance	205,843	213,543	257,544
3,554,917	Energy Costs	4,077,357	4,057,212	5,662,093
5,525,267	Rents & Rates	5,510,196	5,293,287	5,548,159
840,958	Water & Sewerage	1,114,764	1,078,999	1,084,216
596,249	Fixtures & Fittings	287,871	280,676	338,993
584,225	Cleaning & Domestic Services	617,757	626,631	660,738
1,995,190	Direct Service Charge-Cleaning	1,979,359	2,008,424	2,023,186
1,468,432	Direct Service Charge-Caretaking	1,481,466	1,485,224	1,534,586
560,604	Premises Insurance	541,653	503,602	469,806
	<b><u>Transport Related Expenses</u></b>			
1,487,563	Direct Transport Costs	1,364,904	1,407,226	1,548,593
3,671,094	Direct Service Charge-Pooled Transport Costs	3,519,858	3,571,509	3,760,316
3,093,754	External Transport Hire & Contracts	3,113,040	3,107,957	3,327,435
784,316	Travel Expenses	1,160,605	1,133,742	1,117,382
151,817	General Transport Insurance	145,773	146,536	146,572
	<b><u>Supplies and Services</u></b>			
2,569,641	Equipment	1,388,493	1,464,239	1,396,671
142,649	Furniture	76,297	115,726	76,248
392,667	Books, Publications & Literature	372,649	394,690	347,573
2,802,615	Materials	3,359,630	3,139,261	2,887,524
2,587,190	Catering Costs	2,192,699	2,134,146	2,400,919
4,296,385	Direct Service Charge-Catering	4,296,808	34,025	4,382,744
144,673	Clothing,Uniforms and Laundry	144,098	155,522	146,166
643,743	Printing and Reprographics	878,528	848,891	753,347
73,710	Direct Service Charge - Graphic Design Costs	30,459	35,535	30,218
117,335	Stationery and Office Expenses	189,254	194,215	180,716
384,451	Postage	420,996	435,843	382,237

**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
1,257,449	Telephones	733,796	686,625	631,631
4,864,364	Hardware, Software & Other Computing	4,176,264	4,345,478	4,720,156
993,126	Legal Fees	522,397	573,790	981,379
74,363	Medical Fees	71,368	78,159	68,437
298,271	Consultants	440,340	652,887	280,767
6,402,730	Other Professional Fees	4,668,453	9,032,412	4,376,935
1,915,314	Exam & Course Fees (incl. students & clients)	2,486,349	2,443,888	2,240,931
498,026	Education,Leisure Activities & Entertainments	726,655	922,595	716,454
674,469	Banking & Security Services	555,671	663,166	585,117
920,471	Direct Service Charge-Security	861,878	857,836	927,237
161,139	Premises & Room Hire	252,648	248,753	248,890
306,757	Other Supplies & Services	248,383	252,998	248,296
11,627	Professional Meetings	29,364	57,539	29,134
681,338	Members Allowances	702,375	693,398	702,375
5,726,820	Grants to Third Parties	169,864	690,554	136,864
798,484	Subscriptions	638,574	721,473	694,505
792,692	Insurances	1,109,513	912,448	928,570
394,569	Advertising, Promotion & Notices	388,957	522,986	476,810
38,235	Licenses	44,162	54,435	46,731
0	Contingent Items	8,447	55,765	57,438
924,248	Provision for bad/doubtful debt	265,000	265,000	265,000
1,495,020	PFI Charges	684,717	684,717	666,052
	<b><u>Third Party Payments</u></b>			
1,810,639	3rd Party Payments to Other Local Authorities	1,166,088	1,159,088	1,056,761
67,544,155	3rd Party Payments to Care Providers	62,928,993	63,206,509	73,963,188
19,847,172	Voluntary & Independent Sector Payments	12,641,210	12,641,210	12,432,801
13,126,099	Fostering Payments	12,692,846	12,692,846	14,043,006
4,199,709	Supporting People Payments-external provision	4,216,126	4,216,126	4,022,529
233,397	Direct Service Charge-Civil Engineering	210,938	229,204	216,212
174,394	Direct Service Charge-Cleansing	172,800	178,840	182,206
6,582,323	3rd Party Payments to Private Contractors	6,771,194	7,648,349	6,557,592
233,994	3rd Party Payments to Other Establishments	0	0	0
871,538	Supporting People Payments-internal provision	904,108	904,108	909,066
11,685,240	3rd Party Paymts to Public Health Srvce Providers	11,161,463	11,161,463	10,816,225
	<b><u>Transfer Payments</u></b>			
45,516	School Children and Students	49,733	117,498	117,498
3,506	Client Personal Allowances	2,590	19,990	2,630
8,795,491	Direct Payments to Social Care Clients	9,087,519	9,087,519	9,146,782
48,906,996	Benefits	49,532,034	49,532,034	49,532,034
19,512	Other Transfer Payments	20,000	20,000	20,000
	<b><u>Support Services</u></b>			
48,474,835	Internal Recharges and Transfers	46,216,715	53,593,440	54,399,183
6,422,000	Central Premises Recharges	6,569,177	6,472,638	7,204,144
127,140	Recharge Transfer from Treasury Management	127,140	127,140	127,140
	<b><u>Capital Charges and Financing Costs</u></b>			
409,134	Revenue Expend Financed By Capital	553,000	693,000	598,000
13,742,735	Non-current Assets Depreciation & Amortisation	13,714,639	14,215,272	14,151,072
0	Interest	1,000	1,000	1,000
1,844,295	R C C O	1,620,000	461,835	1,880,000

**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
4,257,395	Impairment & Revaluation Losses	0	0	0
	<b><u>CCG Pooled Budget</u></b>			
30,778,492	CCG Pooled Budget	30,687,191	30,687,191	32,687,162
<b><u>562,313,242</u></b>	<b><u>Expenditure</u></b>	<b><u>530,526,795</u></b>	<b><u>541,180,703</u></b>	<b><u>564,114,376</u></b>
	<b><u>INCOME</u></b>			
-7,107,264	Balance B/F	-6,736,347	-9,869,684	-11,428,357
	<b><u>External Grants and Reimbursements</u></b>			
-225,823,173	Grants and Subsidies	-215,343,396	-215,192,494	-217,025,060
-32,308,000	Reimbursements and Contributions	-23,443,949	-28,955,906	-22,805,270
-26,942,658	CCG Pooled Budget Income	-27,346,998	-27,346,998	-30,214,378
-178,831		0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-28,234,590	Sales, Fees and Charges	-35,100,302	-34,022,675	-35,125,656
-5,313,125	Rents	-5,825,423	-5,717,655	-5,515,763
	<b><u>Other Income</u></b>			
-40,553	Interest	-27,000	-37,467	-27,000
	<b><u>Support Services</u></b>			
-75,440	Recharge Transfer to Treasury Management	-68,871	-68,871	-72,699
-71,879,561	Internal Recharges and Transfers-Revenue	-69,279,151	-72,038,804	-78,533,835
-1,842,719	Internal Recharges and Transfers-Capital	-1,401,358	-1,443,149	-1,401,358
<b><u>-399,745,913</u></b>	<b><u>Income</u></b>	<b><u>-384,572,795</u></b>	<b><u>-394,693,703</u></b>	<b><u>-402,149,376</u></b>
<b><u>162,567,328</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>145,954,000</u></b>	<b><u>146,487,000</u></b>	<b><u>161,965,000</u></b>

**SUBJECTIVE ANALYSIS - excluding Delegated & Devolved Funds**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>EXPENDITURE</b>			
	<b>Balance C/F</b>			
147,258	Balance C/F	132,792	4,606	195,731
	<b>Employees</b>			
2,231,589	Teachers Pay	2,482,359	2,389,292	2,609,789
83,022,775	Non-Teachers Pay	90,927,784	90,631,421	95,441,098
4,942,124	Agency Staff	781,133	1,867,615	940,812
263,770	IR35 Employees	29,167	47,167	29,730
114,080	Employee Recruitment Costs	8,639	20,069	8,639
3,963,532	Employee Retirement Costs	3,014,863	3,016,495	2,901,133
97,746	Employee Insurance Costs	85,482	85,034	85,034
8,664	Internal Training Costs	49,320	48,614	44,660
524,483	Other Training Expenses	348,817	389,275	349,872
	<b>Premises Related Expenses</b>			
2,336,481	Repairs and Maintenance	2,023,019	1,986,197	2,209,478
2,234,370	Direct Service Charge-Ground Maintenance	1,996,487	2,036,375	1,951,687
98,368	Grounds Maintenance	156,232	115,182	156,232
2,033,836	Energy Costs	2,371,972	2,393,605	3,303,518
4,487,256	Rents & Rates	4,455,877	4,285,892	4,581,736
290,783	Water & Sewerage	417,452	411,952	426,127
450,234	Fixtures & Fittings	175,077	175,077	230,226
310,093	Cleaning & Domestic Services	341,196	340,876	374,150
375,537	Direct Service Charge-Cleaning	376,709	380,764	375,243
284,938	Direct Service Charge-Caretaking	286,972	288,040	293,848
269,426	Premises Insurance	223,453	233,555	221,104
	<b>Transport Related Expenses</b>			
1,482,026	Direct Transport Costs	1,352,552	1,365,491	1,505,606
3,668,144	Direct Service Charge-Pooled Transport Costs	3,505,655	3,561,969	3,745,829
3,014,820	External Transport Hire & Contracts	2,898,780	2,881,440	3,101,400
774,954	Travel Expenses	1,139,565	1,116,240	1,099,765
145,336	General Transport Insurance	145,336	145,336	145,336
	<b>Supplies and Services</b>			
2,389,160	Equipment	1,233,527	1,285,920	1,243,902
42,060	Furniture	40,947	86,226	45,863
307,661	Books, Publications & Literature	306,110	332,310	283,322
1,109,479	Materials	985,354	1,083,796	988,802
1,830,492	Catering Costs	2,009,554	1,953,714	2,218,988
484,567	Direct Service Charge-Catering	0	0	0
132,407	Clothing,Uniforms and Laundry	135,985	143,958	134,255
209,667	Printing and Reprographics	348,624	357,979	278,722
73,710	Direct Service Charge - Graphic Design Costs	30,459	35,235	29,909
63,078	Stationery and Office Expenses	117,100	112,924	102,136
327,450	Postage	364,388	382,632	331,138

**SUBJECTIVE ANALYSIS - excluding Delegated & Devolved Funds**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
1,093,231	Telephones	609,122	486,203	428,802
3,630,154	Hardware, Software & Other Computing	3,005,545	2,977,684	3,332,265
993,126	Legal Fees	522,397	573,790	981,379
72,508	Medical Fees	69,236	74,954	65,136
151,634	Consultants	151,951	483,917	106,727
5,669,316	Other Professional Fees	3,678,170	7,916,128	3,258,464
1,396,181	Exam & Course Fees (incl. students & clients)	1,924,486	1,865,108	1,737,488
247,463	Education, Leisure Activities & Entertainments	297,396	493,454	274,438
653,082	Banking & Security Services	514,911	624,452	545,242
724,500	Direct Service Charge-Security	666,114	659,849	727,542
150,435	Premises & Room Hire	250,512	242,446	242,394
305,942	Other Supplies & Services	247,266	251,998	247,266
4,109	Professional Meetings	25,829	54,039	25,529
681,338	Members Allowances	702,375	693,398	702,375
5,726,820	Grants to Third Parties	169,864	690,554	136,864
218,123	Subscriptions	183,749	202,391	178,680
456,875	Insurances	622,276	622,276	641,909
365,264	Advertising, Promotion & Notices	421,907	445,606	408,439
37,965	Licenses	42,502	52,789	45,035
924,248	Provision for bad/doubtful debt	265,000	265,000	265,000
1,495,020	PFI Charges	684,717	684,717	666,052
<b><u>Third Party Payments</u></b>				
1,810,639	3rd Party Payments to Other Local Authorities	1,166,088	1,159,088	1,056,761
67,544,155	3rd Party Payments to Care Providers	62,928,993	63,206,509	73,963,188
18,878,547	Voluntary & Independent Sector Payments	12,641,210	12,641,210	12,432,801
13,126,099	Fostering Payments	12,692,846	12,692,846	14,043,006
4,199,709	Supporting People Payments-external provision	4,216,126	4,216,126	4,022,529
223,814	Direct Service Charge-Civil Engineering	210,938	226,365	216,212
101,395	Direct Service Charge-Cleansing	102,298	107,054	110,291
6,556,628	3rd Party Payments to Private Contractors	6,742,611	7,614,709	6,528,093
233,994	3rd Party Payments to Other Establishments	0	0	0
871,538	Supporting People Payments-internal provision	904,108	904,108	909,066
11,685,240	3rd Party Paymts to Public Health Service Providers	11,161,463	11,161,463	10,816,225
<b><u>Transfer Payments</u></b>				
2,384	Client Personal Allowances	2,590	19,990	2,630
8,795,491	Direct Payments to Social Care Clients	9,087,519	9,087,519	9,146,782
48,906,996	Benefits	49,532,034	49,532,034	49,532,034
19,512	Other Transfer Payments	20,000	20,000	20,000
<b><u>Support Services</u></b>				
39,937,620	Internal Recharges and Transfers	42,830,974	45,483,047	51,002,023
6,422,000	Central Premises Recharges	6,569,177	6,472,638	7,204,144
127,140	Recharge Transfer from Treasury Management	127,140	127,140	127,140
<b><u>Capital Charges and Financing Costs</u></b>				
409,134	Revenue Expend Financed By Capital	553,000	693,000	598,000
13,742,735	Non-current Assets Depreciation & Amortisation	13,714,639	14,215,272	14,151,072
0	Interest	1,000	1,000	1,000
1,826,633	R C C O	1,620,000	332,707	1,795,000
4,257,395	Impairment & Revaluation Losses	0	0	0

**SUBJECTIVE ANALYSIS - excluding Delegated & Devolved Funds**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>	<b>CCG Pooled Budget</b>	<b>£</b>	<b>£</b>	<b>£</b>
30,778,492	CCG Pooled Budget	30,687,191	30,687,191	32,687,162
<u>429,996,977</u>	<u>Expenditure</u>	<u>407,866,008</u>	<u>416,954,042</u>	<u>437,367,005</u>
	<b>INCOME</b>			
-336,347	Balance B/F	-336,347	-147,258	-181,357
	<b>External Grants and Reimbursements</b>			
-108,075,564	Grants and Subsidies	-100,241,396	-101,623,555	-102,889,060
-31,020,830	Reimbursements and Contributions	-23,443,949	-28,408,370	-22,325,241
-26,942,658	CCG Pooled Budget Income	-27,346,998	-27,346,998	-30,214,378
-178,831		0	0	0
	<b>Customer and Client Receipts</b>			
-26,773,141	Sales, Fees and Charges	-34,002,215	-33,851,833	-34,285,814
-5,313,125	Rents	-5,825,423	-5,717,655	-5,515,763
	<b>Other Income</b>			
-26,996	Interest	-27,000	-22,950	-27,000
	<b>Support Services</b>			
-75,440	Recharge Transfer to Treasury Management	-68,871	-68,871	-72,699
-66,843,998	Internal Recharges and Transfers-Revenue	-69,218,451	-71,841,403	-78,489,335
-1,842,719	Internal Recharges and Transfers-Capital	-1,401,358	-1,443,149	-1,401,358
<u>-267,429,648</u>	<u>Income</u>	<u>-261,912,008</u>	<u>-270,472,042</u>	<u>-275,402,005</u>
<u>162,567,328</u>	<u>NET EXPENDITURE</u>	<u>145,954,000</u>	<u>146,482,000</u>	<u>161,965,000</u>

**SUBJECTIVE ANALYSIS for Delegated & Devolved Funds**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>EXPENDITURE</b>			
	<b>Balance C/F</b>			
11,488,536	Balance C/F	6,878,696	6,769,880	9,206,555
	<b>Employees</b>			
58,038,634	Teachers Pay	58,383,370	59,774,358	59,726,933
31,113,156	Non-Teachers Pay	30,408,190	30,096,172	30,154,419
1,492,375	Agency Staff	1,416,132	1,103,511	1,119,800
139,232	IR35 Employees	125,993	94,096	98,617
53,577	Employee Recruitment Costs	31,159	36,745	37,848
1,039	Employee Retirement Costs	0	0	0
141,491	Employee Insurance Costs	137,443	122,017	119,241
13,230	Internal Training Costs	2,687	1,805	1,859
287,617	Other Training Expenses	363,575	360,109	355,462
	<b>Premises Related Expenses</b>			
1,346,912	Repairs and Maintenance	1,365,705	1,694,368	1,729,263
338,061	Direct Service Charge-Ground Maintenance	231,947	255,619	236,794
39,480	Grounds Maintenance	49,611	98,361	101,312
1,521,081	Energy Costs	1,705,385	1,663,607	2,358,575
1,038,011	Rents & Rates	1,054,319	1,007,395	966,423
550,175	Water & Sewerage	697,312	667,047	658,089
146,016	Fixtures & Fittings	112,794	105,599	108,767
274,132	Cleaning & Domestic Services	276,561	285,755	286,588
1,619,652	Direct Service Charge-Cleaning	1,602,650	1,627,660	1,647,943
1,183,494	Direct Service Charge-Caretaking	1,194,494	1,197,184	1,240,738
291,178	Premises Insurance	318,200	270,047	248,702
	<b>Transport Related Expenses</b>			
5,537	Direct Transport Costs	12,352	41,735	42,987
2,950	Direct Service Charge-Pooled Transport Costs	14,203	9,540	14,487
78,934	External Transport Hire & Contracts	214,260	226,517	226,035
9,362	Travel Expenses	21,040	17,502	17,617
6,481	General Transport Insurance	437	1,200	1,236
	<b>Supplies and Services</b>			
180,481	Equipment	154,966	178,319	152,769
100,589	Furniture	35,350	29,500	30,385
85,006	Books, Publications & Literature	66,539	62,380	64,251
1,693,136	Materials	2,374,276	2,055,465	1,898,722
756,698	Catering Costs	183,145	180,432	181,931
3,811,818	Direct Service Charge-Catering	4,296,808	34,025	4,382,744
12,266	Clothing,Uniforms and Laundry	8,113	11,564	11,911
434,076	Printing and Reprographics	529,904	490,912	474,625
0	Direct Service Charge - Graphic Design Costs	0	300	309
54,258	Stationery and Office Expenses	72,154	81,291	78,580
57,001	Postage	56,608	53,211	51,099
164,219	Telephones	124,674	200,422	202,829
1,234,210	Hardware, Software & Other Computing	1,170,719	1,367,794	1,387,891
1,856	Medical Fees	2,132	3,205	3,301
146,637	Consultants	288,389	168,970	174,040
733,414	Other Professional Fees	990,283	1,116,284	1,118,471



**SUBJECTIVE ANALYSIS for Delegated & Devolved Funds**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
519,132	Exam & Course Fees (incl. students & clients)	561,863	578,780	503,443
250,562	Education,Leisure Activities & Entertainments	429,259	429,141	442,016
21,387	Banking & Security Services	40,760	38,714	39,875
195,971	Direct Service Charge-Security	195,764	197,987	199,695
10,704	Premises & Room Hire	2,136	6,307	6,496
815	Other Supplies & Services	1,117	1,000	1,030
7,518	Professional Meetings	3,535	3,500	3,605
580,361	Subscriptions	454,825	519,082	515,825
335,817	Insurances	487,237	290,172	286,661
29,304	Advertising, Promotion & Notices	-32,950	77,380	68,371
270	Licenses	1,660	1,646	1,696
0	Contingent Items	8,447	55,765	57,438
	<b><u>Third Party Payments</u></b>			
968,625	Voluntary & Independent Sector Payments	0	0	0
9,583	Direct Service Charge-Civil Engineering	0	2,839	0
72,999	Direct Service Charge-Cleansing	70,502	71,786	71,915
25,695	3rd Party Payments to Private Contractors	28,583	33,640	29,499
	<b><u>Transfer Payments</u></b>			
45,516	School Children and Students	49,733	117,498	117,498
1,123	Client Personal Allowances	0	0	0
	<b><u>Support Services</u></b>			
8,537,215	Internal Recharges and Transfers	3,385,741	8,110,393	3,397,160
	<b><u>Capital Charges and Financing Costs</u></b>			
17,662	R C C O	0	129,128	85,000
<b><u>132,316,265</u></b>	<b><u>Expenditure</u></b>	<b><u>122,660,787</u></b>	<b><u>124,226,661</u></b>	<b><u>126,747,371</u></b>
	<b><u>INCOME</u></b>			
-6,770,917	Balance B/F	-6,400,000	-9,722,426	-11,247,000
	<b><u>External Grants and Reimbursements</u></b>			
-117,747,609	Grants and Subsidies	-115,102,000	-113,568,939	-114,136,000
-1,287,171	Reimbursements and Contributions	0	-547,536	-480,029
	<b><u>Customer and Client Receipts</u></b>			
-1,461,449	Sales, Fees and Charges	-1,098,087	-170,842	-839,842
	<b><u>Other Income</u></b>			
-13,557	Interest	0	-14,517	0
	<b><u>Support Services</u></b>			
-5,035,563	Internal Recharges and Transfers-Revenue	-60,700	-197,401	-44,500
<b><u>-132,316,265</u></b>	<b><u>Income</u></b>	<b><u>-122,660,787</u></b>	<b><u>-124,221,661</u></b>	<b><u>-126,747,371</u></b>
<b>0</b>	<b><u>NET EXPENDITURE</u></b>	<b>0</b>	<b><u>5,000</u></b>	<b>0</b>

# **Council Tax Calculation**

## THE COUNCIL TAX CALCULATION

The implementation of the Council Tax from 1 April 1993 requires each billing and major precepting authority to calculate and set its own Council Tax. The tax itself is based on property valuation bandings (A to H) and consists of a Basic Tax for the middle band (Band D) and proportionately higher or lower taxes in the other bands. The tax base for St.Helens represents the estimated full year equivalent number of Band D dwellings (after taking into account discounts and exemptions) and is as follows :-

<b>Total (St Helens)</b>	<b>53,290</b>
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In areas where Parish Precepts apply the relevant tax bases will be :-

Parish	Tax Base
Bold	1,142
Rainford	2,937
Eccleston	3,968
Windle	984
Rainhill	3,724
Billinge	2,027
Seneley Green	1,377

The Council Tax is calculated by reference to the following formula :-

$$\frac{\text{NET BUDGET REQUIREMENT}}{\text{TAX BASE}} = \text{Council Tax for band D}$$

The Council's budget requirement for 2022/23 consists of :-

		£
<b>Net Requirement</b>		<b>176,234,474</b>
Add :	Parish Precepts	335,366
		<b>176,569,840</b>
Less :	Formula Grant	-21,070,087
Less :	Surplus on Collection Fund	-2,582,793
Less :	New Homes Bonus	-1,343,780
Less :	Retained Business Rates	-61,111,527
Less :	Other Grants	-3,477,279
<b>Net Budget Requirement</b>		<b>86,984,374</b>

The average Council Tax for Band D dwellings is, therefore :-

$$\frac{86,984,374}{53,290} = \text{£}1,632.28$$

This figure will be higher in areas where Parish precepts apply. The relevant Parish Precepts for 2022/2023 are as follows :-

<b>Parish</b>	<b>Precept</b>	<b>Amount Applicable to Band ' D '  dwellings</b>
	<b>£</b>	<b>£</b>
Bold	14,012.34	12.27
Rainford	79,798.29	27.17
Eccleston	59,281.92	14.94
Windle	12,250.80	12.45
Rainhill	68,340.00	18.35
Billinge	52,276.33	25.79
Seneley Green	49,406.76	35.88
	<b>335,366.44</b>	

The overall Council Tax will be increased by the amounts set by the major precepting authorities, which were as follows :-

	<b>Amount Applicable to Band ' D '  dwellings</b>
	<b>£</b>
Police and Crime Commissioner for Merseyside	236.97
Merseyside Fire and Rescue Authority	83.61
Liverpool City Region Combined Authority	19.00

Summaries of the actual Council Taxes set for 2022/23 are shown in the following tables.

<b>Parts Of The Council's Area</b>	<b>Valuation Band</b>							
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bold	1,092.17	1,274.20	1,456.23	1,638.26	2,002.32	2,366.37	2,730.43	3,276.52
Rainford	1,102.10	1,285.79	1,469.47	1,653.16	2,020.53	2,387.90	2,755.26	3,306.32
Eccleston	1,093.95	1,276.28	1,458.60	1,640.93	2,005.58	2,370.23	2,734.88	3,281.86
Windle	1,092.29	1,274.34	1,456.39	1,638.44	2,002.54	2,366.63	2,730.73	3,276.88
Rainhill	1,096.22	1,278.93	1,461.63	1,644.34	2,009.75	2,375.16	2,740.56	3,288.68
Billinge	1,101.18	1,284.72	1,468.24	1,651.78	2,018.84	2,385.90	2,752.96	3,303.56
Seneley Green	1,107.91	1,292.56	1,477.21	1,661.87	2,031.17	2,400.47	2,769.78	3,323.74
All other parts of the Council's area	1,083.99	1,264.66	1,445.32	1,625.99	1,987.32	2,348.65	2,709.98	3,251.98

<b>Precepting Authority</b>	<b>Valuation Band</b>							
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Police & Crime Commissioner for Merseyside	157.98	184.31	210.64	236.97	289.63	342.29	394.95	473.94
Merseyside Fire & Rescue Service	55.74	65.03	74.32	83.61	102.19	120.77	139.35	167.22
Liverpool City Region Combined Authority	12.67	14.78	16.89	19.00	23.22	27.44	31.67	38.00

<b>Total</b>	<b>Valuation Band</b>							
	<b>A £</b>	<b>B £</b>	<b>C £</b>	<b>D £</b>	<b>E £</b>	<b>F £</b>	<b>G £</b>	<b>H £</b>
Bold	1,318.56	1,538.32	1,758.08	1,977.84	2,417.36	2,856.87	3,296.40	3,955.68
Rainford	1,328.49	1,549.91	1,771.32	1,992.74	2,435.57	2,878.40	3,321.23	3,985.48
Eccleston	1,320.34	1,540.40	1,760.45	1,980.51	2,420.62	2,860.73	3,300.85	3,961.02
Windle	1,318.68	1,538.46	1,758.24	1,978.02	2,417.58	2,857.13	3,296.70	3,956.04
Rainhill	1,322.61	1,543.05	1,763.48	1,983.92	2,424.79	2,865.66	3,306.53	3,967.84
Billinge	1,327.57	1,548.84	1,770.09	1,991.36	2,433.88	2,876.40	3,318.93	3,982.72
Seneley Green	1,334.30	1,556.68	1,779.06	2,001.45	2,446.21	2,890.97	3,335.75	4,002.90
All other parts of the Council's area	1,310.38	1,528.78	1,747.17	1,965.57	2,402.36	2,839.15	3,275.95	3,931.14
Adult Social Care Precept (included above*)	127.79	149.08	170.38	191.68	234.27	276.87	319.47	383.36

\* From April 2016 Local Authorities with adult social care responsibilities were given the flexibility to increase Council Tax provided the additional sums raised were used entirely for social care. For 2022-23 this flexibility equated to 1%.

# **Collection Fund Statement**

**COLLECTION FUND STATEMENT COUNCIL TAX**

<b>Council Tax Expenditure</b>	<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
Precept - General Fund	82,551,411	82,551,411	86,984,373
Precept - Police	11,820,600	11,820,600	12,628,130
Precept - Fire	4,270,560	4,270,560	4,455,577
Precept - CA	989,520	989,520	1,012,510
	<b>99,632,091</b>	<b>99,632,091</b>	<b>105,080,590</b>
Income from Council Tax	99,632,091	99,235,528	99,632,091
<b>(Surplus)/ Deficit Council Tax</b>	<b>0</b>	<b>396,563</b>	<b>5,448,499</b>
<b>Application of Balances</b>			
(Surplus)/ Deficit b/fwd	392,499	397,930	401,994
Less: Deficit in Year		396,563	
Less: Applied in Years			
General Fund	-325,403	-325,403	-333,275
Police	-45,677	-45,677	-46,781
Fire	-17,325	-17,325	-17,744
CA	-4,094	-4,094	-4,194
<b>Balance c/fwd</b>	<b>0</b>	<b>401,994</b>	<b>0</b>

**COLLECTION FUND STATEMENT BUSINESS RATES**

<b>Distribution of Business Rates</b>	<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
St Helens Council	50,687,930	50,687,930	47,426,036
Merseyside Fire & Rescue Authority	511,999	511,999	479,051
Income from Business Rates	51,199,929	43,721,510	47,905,087
<b>(Surplus)/ Deficit Business Rates</b>	<b>0</b>	<b>7,478,419</b>	<b>0</b>
<b>Application of Balances</b>			
(Surplus)/ Deficit b/fwd	20,822,583	21,777,400	8,433,236
Less: Deficit In Year	0	7,478,419	
Less: Applied in Years			
General Fund	-20,614,357	-20,614,357	-8,348,904
Merseyside Fire & Rescue Authority	-208,226	-208,226	-84,332
<b>Balance c/fwd</b>	<b>0</b>	<b>8,433,236</b>	<b>0</b>



# **General Fund Statement**

## GENERAL FUND

	<b>ALLOWED ESTIMATE 2021/22 £</b>	<b>REVISED ESTIMATE 2021/22 £</b>	<b>FORWARD ESTIMATE 2022/23 £</b>
<b>EXPENDITURE</b>			
Net Requirements	162,949,754	163,246,754	176,234,474
Parish Precepts	328,549	328,549	335,366
Covid Legacy Costs	6,298,000	6,298,000	0
	<b>169,576,303</b>	<b>169,873,303</b>	<b>176,569,840</b>
<b>INCOME</b>			
Council Tax precept	82,551,411	82,551,411	86,984,373
Formula Grant	20,426,000	20,426,000	21,070,087
New Homes Bonus	851,600	851,600	1,343,780
Retained Non - Domestic Rates/Section 31 Grants	57,648,947	57,648,947	61,111,527
Local Tax Income Guarantee Scheme	500,000	500,000	0
Collection Fund - Surplus/(Deficit) from previous year	-771,000	-771,000	2,582,793
Covid Emergency Funding / SFC Compensation	6,298,129	6,298,129	0
Other Grants	2,071,216	2,071,216	3,477,280
	<b>169,576,303</b>	<b>169,576,303</b>	<b>176,569,840</b>
<b>BALANCES (UNALLOCATED)</b>			
Brought Forward	12,780,062	12,780,062	12,483,062
Movement in year	0	-297,000	0
<b>Carried Forward</b>	<b>12,780,062</b>	<b>12,483,062</b>	<b>12,483,062</b>

# **Analysis of Budget Variations**

## ANALYSIS OF BUDGET VARIATIONS

	<b>£000</b>
<b>BUDGET REQUIREMENT 2021/22</b>	<b>162,949</b>
<b>REVISIONS TO GOVERNMENT FUNDING METHODOLOGY</b>	-2,753
<b>CHANGES IN :</b>	
(a) Levies	881
(b) Pensions Costs	-1,658
(c) Treasury Management Costs	8
(d) Restructuring provision	-1,000
<b>INFLATION AND DEMAND</b>	23,703
<b>PORTFOLIO SAVINGS ARISING FROM BUDGET REVIEWS</b>	-6,044
<b>COSTS ARISING FROM IMPLEMENTATION OF THE NATIONAL LIVING WAGE</b>	2,278
<b>INCOME GENERATION</b>	-650
<b>CONTRIBUTION TO RESERVES</b>	1,519
<b>USE OF COVID-19 RESERVE</b>	-3,000
<b>BUDGET REQUIREMENT 2022/23</b>	<b>176,234</b>

# **Precepts**

## ST HELENS COUNCIL

### JOINT BOARD PRECEPTS

With the introduction of Council Tax under the Local Government Finance Act 1992, the basis for the issue of Precepts reverted back to a property base rather than per capita. Consequently, from April 1st 1993, the Police & Crime Commissioner for Merseyside and Fire & Rescue Service issued precepts by reference to the Council Tax Base (equated number of Band 'D' properties) for each District. Since 2019/20 the Liverpool City Region Combined Authority have issued a precept by reference to the Council Tax Base for each District within the Region.

### POLICE AND CRIME COMMISSIONER FOR MERSEYSIDE

The Police and Crime Commissioner for Merseyside has levied a total precept of £89.812m which equates to a Council Tax of £236.97 per Band 'D' equivalent property for 2022/23, an increase of £10 per Band D property on the previous year, with St Helens contributing £12.628m.

### BUDGET SUMMARY

2021/22 £m		2022/23 £m
<b>389.633</b>	<b>GROSS EXPENDITURE</b>	<b>413.534</b>
-2.790	Income	-2.790
-14.162	Specific Government Grants	-12.424
<b>372.681</b>	<b>NET OPERATING EXPENDITURE</b>	<b>398.320</b>
0.627	Contribution from Reserves	-2.252
<b>373.308</b>	<b>NET BUDGET REQUIREMENT</b>	<b>396.068</b>
	Less :	
-270.671	Police General Grant	-286.573
-3.570	Pensions Grant	-3.570
-14.103	Local Council Tax Support Grant	-14.103
-1.538	Legacy Council Tax Freeze Grant	-1.538
1.256	Collection Fund (Surplus) / Deficit	-0.472
<b>84.682</b>	<b>PRECEPT REQUIREMENT</b>	<b>89.812</b>

## MERSEYSIDE FIRE & RESCUE AUTHORITY

The Authority set a budget of £61.792m for 2022/23. St Helens' contribution to expenditure financed by precept is £4.456m, which represents 14% of the total precept. The Council Tax for a Band 'D' property is £83.61 for the period.

### BUDGET SUMMARY

2021/22 £m		2022/23 £m
<b>75.444</b>	<b>GROSS EXPENDITURE</b>	<b>93.688</b>
-4.476	Net Contribution from Reserves	- 18.313
-11.718	Income & Specific Grants for Services	- 13.583
<b>59.250</b>	<b>BUDGET REQUIREMENT</b>	<b>61.792</b>
2.721	Collection Fund Deficit / (Surplus)	1.616
-31.377	Government Grant & Business Rate Funding	- 31.720
<b>30.594</b>	<b>COUNCIL TAX REQUIREMENT</b>	<b>31.688</b>

## LIVERPOOL CITY REGION COMBINED AUTHORITY

The Authority set a total precept requirement of £7.6m for 2022/23. St Helens' contribution to expenditure financed by precept is £1.013m. The Council Tax for a Band 'D' property is £19.00 for the period.

### BUDGET SUMMARY

2021/22 £m		2022/23 £m
<b>156.294</b>	<b>GROSS EXPENDITURE</b>	<b>205.569</b>
-7.913	Contribution from Reserves	-1.909
-43.220	Income & Specific Grants	-96.426
-97.404	Income from Levy	-99.352
<b>7.757</b>	<b>COUNCIL TAX REQUIREMENT</b>	<b>7.882</b>

# **Portfolio and Priority Summaries**



## **PORTFOLIO BUDGET SUMMARIES 2022-2023**

The following tables analyse portfolio budgets across services and detail the nature of expenditure and income.

- (i) Education, Skills & Business Portfolio
- (ii) Children & Young People Portfolio
- (iii) Integrated Care & Health Portfolio
- (iv) Wellbeing, Culture & Heritage Portfolio
- (v) Finance & Governance Portfolio
- (vi) Reset & Recovery Portfolio
- (vii) Environment & Transport Portfolio
- (viii) Regeneration & Planning Portfolio
- (ix) Safer, Stronger Communities Portfolio

### Service Analysis – Education, Skills & Business Portfolio

<b>Education, Skills &amp; Business</b>	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
<b>Children &amp; Young People's Services</b>			
<b>Schools</b>			
Schools Delegated Budget	0	126,748	(126,748)
<b>Schools Total</b>	<b>0</b>	<b>126,748</b>	<b>(126,748)</b>
<b>Non Schools</b>			
Other Expenditure Attributable to Schools	5,225	8,126	(2,901)
Early Years Development (incl PVI's)	311	8,124	(7,813)
Support for Children with SEND	1,732	8,787	(7,055)
Behaviour Support Services	52	3,876	(3,824)
Home to School/College Transport	3,411	3,496	(85)
Youth Service	120	150	(30)
Management & Other Support Services	1,668	3,877	(2,209)
<b>Non Schools Total</b>	<b>12,519</b>	<b>36,436</b>	<b>(23,917)</b>
<b>Total Children and Young People Department</b>	<b>12,519</b>	<b>163,184</b>	<b>(150,665)</b>
<b>Place Services Directorate</b>			
Employment Skills & Initiatives	0	1,033	(1,033)
Place and Economic Delivery	144	144	0
<b>Place Services Directorate Total</b>	<b>144</b>	<b>1,177</b>	<b>(1,033)</b>
<b>Total</b>	<b>12,663</b>	<b>164,361</b>	<b>(151,698)</b>

### Service Analysis – Children & Young People Portfolio

<b>Children &amp; Young People</b>	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
<b>Children &amp; Young People's Services</b>			
Social Care & Commissioning Teams	10,384	10,775	(391)
Children Looked After	28,182	32,159	(3,977)
Child Protection	2,100	2,191	(91)
Children's Centres/Early Help Service	1,467	2,141	(674)
Support for Disabled Children	1,716	1,976	(260)
Family Support Services	2,351	2,913	(562)
Management & Other Support Services	99	1,928	(1,829)
Youth Offending Teams	558	1,340	(782)
<b>Total</b>	<b>46,857</b>	<b>55,423</b>	<b>(8,566)</b>

### Service Analysis – Integrated Care & Health Portfolio

<b>Integrated Care &amp; Health</b>	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
<b>Integrated Care &amp; Health Services</b>			
Physical Support - Frail & Elderly	14,384	34,049	(19,665)
Sensory Support	1,012	1,236	(224)
Support with Memory & Cognition	8,186	13,242	(5,056)
Learning Disability Support	22,384	32,053	(9,669)
Mental Health Support	3,629	4,480	(851)
Assistive Equipment & Technology	731	2,978	(2,247)
Care Management - Assessment & Review	6,126	8,812	(2,686)
Transport & Generic Services	0	1,440	(1,440)
Management, Commissioning & Support Services	0	5,156	(5,156)
<b>Total</b>	<b>56,452</b>	<b>103,446</b>	<b>(46,994)</b>

## Service Analysis – Wellbeing, Culture & Heritage Portfolio

<b>Wellbeing, Culture &amp; Heritage</b>	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
<b>Integrated Care &amp; Health Services</b>			
Sexual Health	2,028	2,028	0
Primary Care	101	101	0
Public Health Advice	613	613	0
Obesity	1,036	1,036	0
Physical Activity	1,492	1,492	0
Substance Misuse	2,674	2,674	0
Stop Smoking Services & Interventions	549	549	0
Healthy Child Programme	4,720	4,720	0
Miscellaneous Public Health Services	1,852	1,952	(100)
Management & Support Services	0	2,056	(2,056)
Public Health Grant	(15,065)	0	(15,065)
<b>Public Health Grant Funded Services</b>	<b>0</b>	<b>17,221</b>	<b>(17,221)</b>
<b>Children and Young People Department</b>			
<b>Adult Community Learning</b>	20	637	(617)
<b>Total Children and Young People Department</b>	<b>20</b>	<b>637</b>	<b>(617)</b>
<b>Place Services Directorate</b>			
Arts Development & Support	445	485	(40)
Archiving	175	328	(153)
Sports Development	18	425	(407)
Indoor Sports & Recreation	1,279	4,610	(3,331)
Outdoor Sports & Recreation	325	471	(146)
Library Services	2,203	2,346	(143)
Tourism & Events	249	275	(26)
<b>Total Culture &amp; Heritage Services</b>	<b>4,694</b>	<b>8,940</b>	<b>(4,246)</b>
<b>Total</b>	<b>4,714</b>	<b>26,798</b>	<b>(22,084)</b>

### Service Analysis – Finance & Governance Portfolio

<b>Finance &amp; Governance</b>	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
<b>Corporate Services Directorate</b>			
Local Tax Collection	1,541	2,388	(847)
Emergency Planning	117	117	0
Local Welfare Assistance Schemes	191	191	0
Grants & Donations	47	50	(3)
Non-Distributed Costs	2,076	2,076	0
Finance	0	7,779	(7,779)
Audit & Risk	0	1,100	(1,100)
Coroners Court Services	220	220	0
Registration of Births, Deaths & Marriages	62	261	(199)
Democratic Representation & Management	1,721	1,721	0
Elections	468	471	(3)
Human Resources	0	2,953	(2,953)
Legal Services	0	1,546	(1,546)
Governance & Administration	0	234	(234)
<b>Total</b>	<b>6,443</b>	<b>21,107</b>	<b>(14,664)</b>

### Service Analysis – Reset & Recovery Portfolio

<b>Reset &amp; Recovery</b>	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
<b>Corporate Services Directorate</b>			
Corporate Management	1,448	1,448	0
I.T	0	9,742	(9,742)
Press & Public Affairs	0	1,005	(1,005)
Policy Development	0	2,086	(2,086)
Organisational Development	0	887	(887)
Other Services	0	129	(129)
<b>Total</b>	<b>1,448</b>	<b>15,297</b>	<b>(13,849)</b>

## Service Analysis – Environment & Transport Portfolio

<b>Environment &amp; Transport</b>	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
<b>Place Services Directorate</b>			
Parks & Open Spaces	2,278	2,357	(79)
Street Cleansing	1,640	1,810	(170)
Cemetery & Crematorium	(876)	1,629	(2,505)
Waste Collection	2,378	3,032	(654)
Recycling	3,757	6,522	(2,765)
Climate Change	101	126	(25)
Parking Services	256	1,406	(1,150)
Highways Maintenance	9,143	11,003	(1,860)
Street Lighting	1,950	2,108	(158)
Traffic Management & Road Safety	620	831	(211)
Direct Services	(55)	18,310	(18,365)
Management & Support Services	0	1,761	(1,761)
Councillor Improvement Fund	200	200	0
<b>Total</b>	<b>21,392</b>	<b>51,095</b>	<b>(29,703)</b>



### Service Analysis - Regeneration & Planning Portfolio

<b>Regeneration &amp; Planning</b>	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
<b>Place Services Directorate</b>			
Building Control	333	692	(359)
Development Control	501	1,437	(936)
Planning Policy	481	656	(175)
Estates - Industrial & Commercial Premises (including Town Centre)	485	5,446	(4,961)
Market Undertakings	481	838	(357)
Economic Development	9	149	(140)
Management & Support Services	769	769	0
Growth Delivering Prosperity	0	1,213	(1,213)
Transport Planning, Policy & Strategy	424	424	0
Building Support Services	0	6,336	(6,336)
Estates Management	0	668	(668)
<b>Total</b>	<b>3,483</b>	<b>18,628</b>	<b>(15,145)</b>

**Service Analysis - Safer, Stronger Communities Portfolio**

<b>Safer, Stronger Communities</b>	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
<b>Place Services Directorate</b>			
Housing Services	656	2,596	(1,940)
Homelessness	274	728	(454)
Housing Benefit Administration	(16)	49,668	(49,684)
Supporting People	5,074	5,074	0
Community Safety	925	1,525	(600)
Environmental Health	1,069	1,573	(504)
Trading Standards	583	598	(15)
Licensing & Land Charges	(52)	612	(664)
<b>Total</b>	<b>8,513</b>	<b>62,374</b>	<b>(53,861)</b>

## **PRIORITY BASE BUDGET SUMMARIES 2022-2023**

The following tables analyse priority budgets across services and detail the nature of expenditure and income.

- (i) Priority 1 - Ensure children and young people have a positive start in life
- (ii) Priority 2 - Promote good health, independence and care across our communities
- (iii) Priority 3 - Create safe and strong communities and neighbourhoods for all
- (iv) Priority 4 - Support a strong, thriving, inclusive and well-connected local economy
- (v) Priority 5 - Create green vibrant places that reflect our heritage and culture
- (vi) Priority 6 - Be a responsible Council

**Priority 1 – Ensure children and young people have a positive start in life**

	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
Schools Delegated Budgets	0	126,748	(126,748)
<b>Total Schools</b>	<b>0</b>	<b>126,478</b>	<b>(126,478)</b>
Child Protection	2,100	2,191	(91)
Children Looked After	28,182	32,159	(3,977)
Children's Centres / Early Help Service	1,467	2,141	(674)
Early Years Development (incl. PVI's)	311	8124	(7,813)
Family Support Services	2,351	2,913	(562)
Home to School Transport	3,411	3,496	(85)
Management & Other Support Services	1,767	5,805	(4,038)
Other Expenditure Attributable to Schools	5,225	8,126	(2,901)
Behaviour Support Services	52	3876	(3,824)
Social Care & Commissioning Teams	10,384	10,775	(391)
Support for Children with SEND	1,732	8,787	(7,055)
Support for Disabled Children	1,716	1,976	(260)
Youth Service	120	150	(30)
Youth Offending Teams	558	1340	(782)
<b>Total Non-Schools</b>	<b>59,376</b>	<b>91,859</b>	<b>(32,483)</b>
<b>Total</b>	<b>59,376</b>	<b>218,607</b>	<b>(159,231)</b>

**Priority 2 – Promote good health, independence and care across our communities**

	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
Assistive Equipment & Technology	731	2,978	(2,247)
Care Management - Assessment & Review	6,126	8,812	(2,686)
Healthy Child Programme	4,720	4,720	0
Learning Disability Support	22,384	32,053	(9,669)
Management, Commissioning & Support Services	0	7,212	(7,212)
Mental Health Support	3,629	4,480	(851)
Miscellaneous Public Health Services	1,852	1,952	(100)
Obesity	1,036	1,036	0
Physical Activity	1,492	1,492	0
Physical Support - Frail and Elderly	14,384	34,049	(19,665)
Primary Care	101	101	0
Public Health Advice	613	613	0
Public Health Grant	(15,065)	0	(15,065)
Sensory Support	1,012	1,236	(224)
Sexual Health	2,028	2,028	0
Stop Smoking Services & Interventions	549	549	0
Substance Misuse	2,674	2,674	0
Support with Memory & Cognition	8,186	13,242	(5,056)
Transport and Generic Services	0	1,440	(1,440)
<b>Total</b>	<b>56,452</b>	<b>120,667</b>	<b>(64,215)</b>

**Priority 3 – Create safe and strong communities and neighbourhoods for all**

	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
Community Safety	925	1525	(600)
Environmental Health	1,069	1,573	(504)
Homelessness	274	728	(454)
Housing Benefits Administration	(16)	49,668	(49,684)
Housing Services	656	2596	(1,940)
Licensing & Land Charges	(52)	612	(664)
Supporting People	5,074	5,074	0
Trading Standards	583	598	(15)
<b>Total</b>	<b>8,513</b>	<b>62,374</b>	<b>(53,861)</b>

**Priority 4 – Support a strong, thriving, inclusive and well-connected local economy**

	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
Adult & Community Learning	20	637	(617)
Building Control	333	692	(359)
Development Control	501	1,437	(936)
Economic Development	9	149	(140)
Employment & Skills Initiatives	144	1,177	(1,033)
Estates – Industrial & Commercial Premises (including Town Centre)	485	5,446	(4,961)
Growth Delivering Prosperity	769	769	0
Management & Support Services	0	1,213	(1,213)
Market Undertakings	481	838	(357)
Parking Services	256	1,406	(1,150)
Planning Policy	481	656	(175)
Transport Planning, Policy & Strategy	424	424	0
<b>Total</b>	<b>3,903</b>	<b>14,844</b>	<b>(10,941)</b>

**Priority 5 – Create green vibrant places that reflect our heritage and culture**

	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
Archiving	175	328	(153)
Arts Development & Support	445	485	(40)
Climate Change	101	126	(25)
Direct Services	(55)	17,365	(17,420)
Highways Maintenance	9,143	11,003	(1,860)
Indoor Sports & Recreation	1279	4610	(3,331)
Library Services	2,203	2,346	(143)
Outdoor Sports & Recreation	325	471	(146)
Parks & Open Spaces	2,278	2,357	(79)
Recycling	3,757	6,522	(2,765)
Sports Development	18	425	(407)
Street Cleansing	1,640	1,810	(170)
Street Lighting	1,950	2,108	(158)
Tourism & Events	249	275	(26)
Traffic Management & Road Safety	620	831	(211)
Waste Collection	2,378	3,032	(654)
<b>Total</b>	<b>26,506</b>	<b>54,094</b>	<b>(27,588)</b>



## Priority 6 – Be a responsible Council

	<b>Allowed Budget 2022/23 £'000</b>	<b>Allowed Expenditure 2022/23 £'000</b>	<b>Allowed Income 2022/23 £'000</b>
Audit & Risk	0	1,100	(1,100)
Building Support Services	0	6,336	(6,336)
Estates Management	(876)	1,629	(2,505)
Cemetery & Crematorium	220	220	0
Coroners Court Services	1,448	1,448	0
Corporate Management	200	200	0
Councillor Improvement Fund	1,721	1,721	0
Democratic Representation & Management	0	945	(945)
Direct Services	468	471	(3)
Elections	117	117	0
Emergency Planning	0	668	(668)
Finance	0	7,779	(7,779)
Governance & Administration	0	234	(234)
Grants & Donations	47	50	(3)
Human Resources	0	2,953	(2,953)
IT	0	9,742	(9,742)
Legal Services	0	1,546	(1,546)
Local Tax Collection	1,541	2,388	(847)
Local Welfare Assistance Schemes	191	191	0
Management & Support Services	0	1,761	(1,761)
Non-Distributed Costs	2,076	2,076	0
Organisational Development	0	887	(887)
Policy Development	0	2,086	(2,086)
Press & Public Affairs	0	1,005	(1,005)
Registrar of Births, Deaths & Marriages	62	261	(199)
Other Services	0	129	(129)
<b>Total</b>	<b>7,215</b>	<b>47,943</b>	<b>(40,728)</b>

# **Workforce Plan**

**2022-23 ALLOWED ESTIMATE**

<b>EDUCATION, SKILLS &amp; BUSINESS</b>
<b>EARLY YEARS</b>
NURSERY - DELEGATED AND DEVOLVED FUNDS
PRIVATE VOLUNTARY AND INDEPENDENT PROVIDERS
<b>PRIMARY SCHOOLS</b>
PRIMARY - DELEGATED AND DEVOLVED FUNDS
<b>SECONDARY SCHOOLS</b>
SECONDARY - DELEGATED AND DEVOLVED FUNDS
<b>SPECIAL SCHOOLS</b>
SPECIAL - DELEGATED AND DEVOLVED FUNDS
<b>SERVICE TO YOUNG PEOPLE AND OTHER COMMUNITY LEARNERS</b>
OTHER SERVICES TO YOUNG PEOPLE - LIFELONG LEARNING
<b>OTHER STRATEGIC FUNCTIONS</b>
SPECIAL EDUCATION
LEARNER SUPPORT
ACCESS
MUSIC SERVICE

<b>FULL TIME</b>	<b>PART TIME</b>	<b>FULL TIME EQUIVALENT</b>
3.0	9.0	9.6
4.0	2.0	5.5
599.0	1,948.0	1543.4
282.0	252.0	451.9
67.0	183.0	197.7
2.0	0.0	2.0
47.0	38.0	71.1
42.0	67.0	84.4
9.0	2.0	10.0
2.0	24.0	11.5

<b>TOTAL EDUCATION, SKILLS &amp; BUSINESS</b>
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<b>1057.0</b>	<b>2525.0</b>	<b>2387.0</b>
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**2022-23 ALLOWED ESTIMATE**

<b>CHILDREN &amp; YOUNG PEOPLE</b>
<b>EARLY YEARS</b>
CHILDREN'S CENTRES
<b>CHILDRENS SOCIAL CARE - SERVICE STRATEGY</b>
CENTRAL COMMISSIONING FUNCTION
<b>COMMISSIONING AND SOCIAL WORK</b>
COMMISSIONING AND SOCIAL WORK
<b>CHILDREN LOOKED AFTER</b>
RESIDENTIAL CARE
FOSTERING SERVICES
ADOPTION SERVICES
<b>FAMILY SUPPORT SERVICES</b>
OTHER FAMILY SUPPORT SERVICES
SHORT BREAKS FOR DISABLED CHILDREN
<b>YOUTH JUSTICE</b>
YOUTH OFFENDER TEAMS
<b>CHILDREN AND YOUNG PEOPLE'S SAFETY</b>
LA FUNCTIONS IN RELATION TO CHILD PROTECTION
LOCAL SAFEGUARDING CHILDREN BOARD
<b>MANAGEMENT AND SUPPORT SERVICE COSTS</b>
DIRECTORATE - EARLY YEARS/YOUNG PEOPLES SERVICES
DIRECTORATE - SCHOOLS AND LIFELONG LEARNING
ADMIN SERVICES AND DEPARTMENTAL SUPPORT

<b>FULL TIME</b>	<b>PART TIME</b>	<b>FULL TIME EQUIVALENT</b>
39.0	16.0	47.9
5.0	2.0	6.1
177.0	28.0	191.4
26.0	7.0	30.1
12.0	7.0	15.9
8.0	9.0	13.5
43.0	8.0	47.0
6.0	29.0	20.0
17.0	6.0	20.3
25.0	5.0	27.7
4.0	0.0	4.0
8.0	0.0	8.0
3.0	2.0	4.0
4.0	0.0	4.0

<b>TOTAL CHILDREN &amp; YOUNG PEOPLE</b>
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<b>377.0</b>	<b>119.0</b>	<b>439.8</b>
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**2022-23 ALLOWED ESTIMATE**

<b>INTERGRATED CARE AND HEALTH</b>
<b>PHYSICAL SUPPORT</b> REABLEMENT SERVICES - PS
<b>SUPPORT WITH MEMORY AND COGNITION</b> DAY CARE - SMC
<b>LEARNING DISABILITY SUPPORT</b> SUPPORTED LIVING - LD DAY CARE - LD
<b>MENTAL HEALTH SUPPORT</b> REABLEMENT SERVICES - MH
<b>ASSISTIVE EQUIPMENT AND TECHNOLOGY</b> OCCUPATIONAL THERAPY CARELINE
<b>ASSESSMENT AND CARE MANAGEMENT</b> CARE MANAGEMENT TEAMS
<b>GENERIC SERVICES</b> TRANSPORT
<b>COMMISSIONING AND SERVICE DELIVERY</b> DIRECTORATE COMMISSIONING AND BUSINESS SUPPORT

<b>FULL TIME</b>	<b>PART TIME</b>	<b>FULL TIME EQUIVALENT</b>
4.0	124.0	85.1
5.0	20.0	18.0
17.0 14.0	122.0 60.0	95.7 55.4
5.0	1.0	5.8
23.0 16.0	4.0 6.0	26.4 19.6
154.0	26.0	168.7
8.0	21.0	23.0
6.0 46.0	1.0 7.0	6.4 49.5

**TOTAL INTEGRATED CARE AND HEALTH**

<b>298.0</b>	<b>392.0</b>	<b>553.5</b>
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<b>INTEGRATED CARE AND HEALTH POOLED BUDGET</b>
ASSESSMENT AND CARE MANAGEMENT CARE MANAGEMENT TEAMS

<b>2022-23 ALLOWED ESTIMATE</b>		
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<b>FULL TIME</b>	<b>PART TIME</b>	<b>FULL TIME EQUIVALENT</b>
9.0	0.0	9.0

<b>TOTAL INTEGRATED CARE AND HEALTH POOLED BUDGET</b>
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<b>9.0</b>	<b>0.0</b>	<b>9.0</b>
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## 2022-23 ALLOWED ESTIMATE

WELLBEING, CULTURE AND HERITAGE	FULL TIME	PART TIME	FULL TIME EQUIVALENT
<b>SERVICE TO YOUNG PEOPLE AND OTHER COMMUNITY LEARNERS</b> ADULT AND COMMUNITY LEARNING	4.0	20.0	12.7
<b>SUBSTANCE MISUSE</b> SUBSTANCE MISUSE - YOUTH	5.0	1.0	5.6
<b>CHILDREN 0-19 PUBLIC HEALTH PROGRAMMES</b> HEALTHY CHILD PROGRAMME	2.0	0.0	2.0
<b>MISCELLANEOUS PUBLIC HEALTH SERVICES</b> HEALTH AT WORK	0.0	1.0	0.5
PUBLIC MENTAL HEALTH	0.0	0.0	0.0
<b>MANAGEMENT AND SUPPORT SERVICES</b> DIRECTORATE	1.0	0.0	1.0
COMMISSIONING	8.0	1.0	8.6
<b>CULTURE AND HERITAGE</b> ARTS DEVELOPMENT AND SUPPORT	0.0	1.0	0.9
TOURISM AND EVENTS	2.0	0.0	2.0
<b>RECREATION AND SPORT</b> SPORTS DEVELOPMENT	5.0	6.0	7.5
INDOOR SPORTS AND RECREATION FACILITIES	39.0	93.0	70.8
OUTDOOR SPORTS AND RECREATION FACILITIES	0.0	10.0	2.9
<b>LIBRARY SERVICE</b> LIBRARY BUILDINGS	19.0	43.0	45.8
MOBILE AND HOUSEBOUND LIBRARY SERVICE	2.0	2.0	3.08
<b>TOTAL WELLBEING, CULTURE AND HERITAGE</b>	<b>87.0</b>	<b>178.0</b>	<b>163.2</b>

**2022-23 ALLOWED ESTIMATE**

<b>FINANCE &amp; GOVERNANCE</b>	<b>FULL TIME</b>	<b>PART TIME</b>	<b>FULL TIME EQUIVALENT</b>
<b>CORPORATE AND DEMOCRATIC CORE</b>			
DEMOCRATIC REPRESENTATION AND MANAGEMENT	4.0	0.0	4.0
<b>CENTRAL SERVICES TO THE PUBLIC</b>			
LOCAL TAX COLLECTION	24.0	4.0	27.0
REGISTRAR OF BIRTHS DEATHS AND MARRIAGES	2.0	3.0	3.7
EMERGENCY PLANNING	1.0	0.0	1.0
<b>MANAGEMENT AND SUPPORT SERVICES - FINANCE</b>			
DIRECTORATE	5.0	0.0	5.0
ACCOUNTANCY AND BUSINESS SUPPORT	47.0	5.0	50.1
INCOME SECTION	7.0	1.0	7.5
ACCOUNTS PAYABLE	6.0	1.0	6.6
AUDIT	6.0	0.0	6.0
CORPORATE PROCUREMENT	10.0	0.0	10.0
BENEFITS ADMINISTRATION	21.0	3.0	22.5
REVENUES AND BENEFITS	2.0	0.0	2.0
SCRUTINY	2.0	0.0	2.0
HEALTH AND SAFETY	5.0	0.0	5.0
<b>MANAGEMENT AND SUPPORT SERVICES - H.R.</b>			
MANAGEMENT	7.0	0.0	7.0
PAYROLL	5.0	0.0	5.0
PERSONNEL	30.0	6.0	34.1
<b>MANAGEMENT AND SUPPORT SERVICES - LEGAL</b>			
LEGAL SERVICES	18.0	6.0	21.9
<b>MANAGEMENT AND SUPPORT SERVICES - GOVERNANCE</b>			
ADMINISTRATIVE SERVICES	2.0	3.0	3.7
<b>TOTAL FINANCE &amp; GOVERNANCE</b>	<b>204.0</b>	<b>32.0</b>	<b>224.1</b>



**2022-23 ALLOWED ESTIMATE**

<b>RESET &amp; RECOVERY</b>
<b>CORPORATE AND DEMOCRATIC CORE</b> CORPORATE MANAGEMENT
<b>MANAGEMENT AND SUPPORT SERVICES - FINANCE</b> BUSINESS I.T. CONTACT CENTRE BLUE BADGES
<b>MANAGEMENT AND SUPPORT SERVICES - H.R.</b> CORPORATE TRAINING
<b>MANAGEMENT AND SUPPORT SERVICES - OTHER</b> PRESS AND PUBLIC AFFAIRS POLICY DEVELOPMENT

<b>FULL TIME</b>	<b>PART TIME</b>	<b>FULL TIME EQUIVALENT</b>
2.0	0.0	2.00
84.0	5.0	87.44
27.0	12.0	
2.0	0.0	2.00
11.0	2.0	12.17
17.0	7.0	18.55
33.0	8.0	37.43

**TOTAL RESET & RECOVERY**

<b>176.0</b>	<b>34.0</b>	<b>159.6</b>
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**2022-23 ALLOWED ESTIMATE**

<b>ENVIRONMENT &amp; TRANSPORT</b>	<b>FULL TIME</b>	<b>PART TIME</b>	<b>FULL TIME EQUIVALENT</b>
<b>HIGHWAYS AND TRANSPORT SERVICES</b>			
PARKING SERVICES	4.0	0.0	4.0
<b>ENVIRONMENTAL SERVICES</b>			
CEMETERIES	7.0	2.0	8.0
CREMATORIUM	5.0	3.0	6.5
WASTE COLLECTION	34.0	6.0	35.8
RECYCLING	64.0	39.0	88.1
STREET CLEANSING	34.0	7.0	36.5
TRADE WASTE	2.0	0.0	2.0
<b>HIGHWAYS ROADS AND TRANSPORT SERVICES</b>			
STRUCTURAL MAINTENANCE	8.0	1.0	8.2
ENVIRONMENTAL SAFETY AND ROUTINE MAINTENANCE	32.0	2.0	33.3
STREET LIGHTING	1.0	1.0	1.2
WINTER SERVICE	0.0	1.0	0.1
TRAFFIC MANAGEMENT AND ROAD SAFETY	7.0	1.0	7.2
<b>CULTURAL AND RELATED SERVICES</b>			
PARKS AND OPEN SPACE MANAGEMENT	9.0	0.0	9.0
RANGER SERVICE	1.0	0.0	1.0
ALLOTMENTS	0.0	1.0	0.5
<b>MANAGEMENT AND SUPPORT SERVICES</b>			
DIRECTORATE	9.0	0.0	9.0
<b>DIRECT SERVICES</b>			
DIRECT SERVICES - CARETAKING	26.0	55.0	53.7
DIRECT SERVICES - CATERING	4.0	320.0	139.3
DIRECT SERVICES - CLEANING	1.0	268.0	87.7
DIRECT SERVICES - DEPOT MANAGEMENT	2.0	0.0	2.0
DIRECT SERVICES - GROUNDS MAINTENANCE	58.0	0.0	58.0
DIRECT SERVICES - SECURITY	25.0	1.0	25.5
DIRECT SERVICES - TRANSPORT	23.0	0.0	23.0
<b>TOTAL ENVIRONMENT &amp; TRANSPORT</b>	<b>356.0</b>	<b>708.0</b>	<b>639.5</b>

**2022-23 ALLOWED ESTIMATE****REGENERATION & PLANNING****PLANNING AND DEVELOPMENT SERVICES**

BUILDING CONTROL	8.0	1.0	8.7
DEVELOPMENT CONTROL	20.0	1.0	20.5
PLANNING POLICY	5.0	0.0	5.0
ECONOMIC DEVELOPMENT	5.0	0.0	5.0
MARKET UNDERTAKINGS	4.0	0.0	4.0
REGENERATION & PLANNING (NEW SECTION - GDP TEAM)	14.0	0.0	14.0

**HIGHWAYS AND TRANSPORT SERVICES**

TRANSPORT PLANNING POLICY AND STRATEGY	3.0	0.0	3.0
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**MANAGEMENT AND SUPPORT SERVICES**

PROPERTY SERVICES	7.0	0.0	7.0
BUILDING SUPPORT	9.0	26.0	18.4
ASSET MANAGEMENT AND BUILDING DESIGN	18.0	3.0	19.7

**TOTAL REGENERATION & PLANNING****93.0****31.0****105.3**

**2022-23 ALLOWED ESTIMATE**

**SAFER, STRONGER COMMUNITIES**

**HOUSING SERVICES**

HOUSING STRATEGY  
 HOUSING ADVICE  
 HOMELESSNESS  
 PRIVATE SECTOR HOUSING RENEWAL  
 OTHER COUNCIL PROPERTY  
 SUPPORTING PEOPLE

**ENVIRONMENTAL SERVICES**

COMMUNITY SAFETY (CRIME REDUCTION)  
 TRADING STANDARDS  
 ENVIRONMENTAL HEALTH  
 LICENSING

**CENTRAL SERVICES TO THE PUBLIC**

LOCAL LAND CHARGES

FULL TIME	PART TIME	FULL TIME EQUIVALENT
1.0	0.0	1.0
4.0	5.0	6.2
12.0	4.0	13.7
26.0	7.0	29.7
1.0	0.0	1.0
1.0	0.0	1.0
8.0	1.0	8.6
7.0	3.0	8.2
22.0	3.0	24.8
3.0	6.0	9.6
0.0	6.0	0.5

**TOTAL SAFER, STRONGER COMMUNITIES**

<b>85.0</b>	<b>35.0</b>	<b>104.3</b>
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**GRAND TOTAL**

<b>2742.0</b>	<b>4054.0</b>	<b>4785.3</b>
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# **Capital Programme**

**CAPITAL PROGRAMME SUMMARY 2022/23 TO 2024/25**

PORTFOLIO	Expenditure				Funding			
	2022/23	2023/24	2024/25	Total	Borrowing	Capital Receipts	Revenue	Grants / Conts.
	£000	£000	£000	£000	£000	£000	£000	£000
Education, Skills and Business	15,912	3,050	2,300	21,262	2,328	784	85	18,065
Children and Young People	30	0	0	30	0	0	0	30
Integrated Care and Health	25	0	0	25	0	0	0	25
Wellbeing, Culture and Heritage	400	0	0	400	400	0	0	0
Reset and Recovery	1,024	180	0	1,204	0	440	764	0
Environment and Transport	41,679	25,520	6,900	74,099	16,678	1,474	1,031	54,916
Regeneration and Planning	1,473	20	20	1,513	1,413	100	0	0
Safer, Stronger Communities	4,763	4,296	3,148	12,207	823	392	0	10,992
<b>TOTAL</b>	<b>65,306</b>	<b>33,066</b>	<b>12,368</b>	<b>110,740</b>	<b>21,642</b>	<b>3,190</b>	<b>1,880</b>	<b>84,028</b>

**CAPITAL PROGRAMME 2022/23 TO 2024/25**

EDUCATION, SKILLS AND BUSINESS PORTFOLIO	Expenditure				Funding			
	2022/23	2023/24	2024/25	Total	Borrowing	Capital Receipts	Revenue	Grants / Conts.
	£000	£000	£000	£000	£000	£000	£000	£000
<b>Primary Schools</b>								
Ashurst Primary Rebuild	6,424	750	0	7,174	0	0	0	7,174
Bleak Hill Roof Repairs	50	0	0	50	0	0	0	50
Broad Oak Primary Playing Field Drainage	3	0	0	3	0	0	0	3
Legh Vale Heating Replacement	45	0	0	45	0	0	0	45
Longton Lane Rebuilding Programme	150	0	0	150	0	0	0	150
Merton Bank Structural Works	25	0	0	25	0	0	0	25
Queens Park Window Replacement	90	0	0	90	0	0	0	90
Queens Park Roof Replacement	100	0	0	100	0	0	0	100
Queens Park H&S Works	20	0	0	20	0	0	0	20
Rivington Boiler Replacement	30	0	0	30	0	0	0	30
Robins Lane Health & Safety Works	45	0	0	45	0	0	0	45
Sutton Manor Health & Safety Works	45	0	0	45	0	0	0	45
Sutton Oak Boiler Replacement	40	0	0	40	0	0	0	40
Thatto Heath Structural Works	20	0	0	20	0	0	0	20
The District Primary - Roof Replacement	40	0	0	40	0	0	0	40
SEND Base Wargrave/Grange Valley Partnership	86	0	0	86	0	0	0	86
<b>Secondary Schools</b>								
Cowley Roof Replacement	60	0	0	60	0	0	0	60
<b>Special &amp; Other Schools</b>								
Launchpad Roof Renewal	100	0	0	100	0	0	0	100
Penkford Relocation	3,820	0	0	3,820	2,328	784	85	623
Pupil Referral Heating	40	0	0	40	0	0	0	40
<b>Other Schemes</b>								
Taylor Park Youth Service Base - Condition Works	30	0	0	30	0	0	0	30
Various Schools Fire Risks	100	0	0	100	0	0	0	100
Various Schools Heating	49	0	0	49	0	0	0	49
<b>Uncommitted Grant Funding</b>								
Healthy Pupils Capital Funding	125	0	0	125	0	0	0	125
School Devolved Formula Capital	506	300	300	1,106	0	0	0	1,106
SEND Capital Grant	514	0	0	514	0	0	0	514
Basic Need Uncommitted	705	1,000	1,000	2,705	0	0	0	2,705
School Condition Funding Uncommitted	2,650	1,000	1,000	4,650	0	0	0	4,650
<b>TOTAL</b>	<b>15,912</b>	<b>3,050</b>	<b>2,300</b>	<b>21,262</b>	<b>2,328</b>	<b>784</b>	<b>85</b>	<b>18,065</b>
<b>CHILDREN AND YOUNG PEOPLE PORTFOLIO</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>	<b>Borrowing</b>	<b>Capital Receipts</b>	<b>Revenue</b>	<b>Grants / Conts.</b>
	£000	£000	£000	£000	£000	£000	£000	£000
Children and Families Accommodation	30	0	0	30	0	0	0	30
<b>TOTAL</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>
<b>INTEGRATED CARE AND HEALTH PORTFOLIO</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>	<b>Borrowing</b>	<b>Capital Receipts</b>	<b>Revenue</b>	<b>Grants / Conts.</b>
	£000	£000	£000	£000	£000	£000	£000	£000
Unallocated Community Capacity Grant	25	0	0	25	0	0	0	25
<b>TOTAL</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>
<b>WELLBEING, CULTURE AND HERITAGE PORTFOLIO</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>	<b>Borrowing</b>	<b>Capital Receipts</b>	<b>Revenue</b>	<b>Grants / Conts.</b>
	£000	£000	£000	£000	£000	£000	£000	£000
Libraries ICT Refresh	50	0	0	50	50	0	0	0
Sutton Leisure Centre - Swimming Provision	350	0	0	350	350	0	0	0
<b>TOTAL</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>RESET AND RECOVERY PORTFOLIO</b>
ICT Device Refresh
<b>TOTAL</b>

2022/23	2023/24	2024/25	Total
£000	£000	£000	£000
1,024	180	0	1,204
<b>1,024</b>	<b>180</b>	<b>0</b>	<b>1,204</b>

Borrowing	Capital Receipts	Revenue	Grants / Conts.
£000	£000	£000	£000
0	440	764	0
<b>0</b>	<b>440</b>	<b>764</b>	<b>0</b>

<b>ENVIRONMENT AND TRANSPORT PORTFOLIO</b>
<b>Highway Schemes</b>
A49 to M6 Junction 22 Link Road
Bridge Strengthening & Maintenance
Carriageway Maintenance
Highway / Road Investment
Local Transport Plan Unallocated
Safer Routes to Schools
SCP - Amber Flashing Lights
Section 106 Arrangements
St. Helens Southern Gateway Package
Traffic Signal Improvements on A58 and A572
<b>Environmental Schemes</b>
Climate Change Emergency Response Fund
Haydock KGV Playing Field- Site Improvements
Recycling & Waste Collection
Section 106 Arrangements (Non-Highway Schemes)
<b>Other Schemes</b>
Vehicle Replacement Programme
<b>TOTAL</b>

2022/23	2023/24	2024/25	Total
£000	£000	£000	£000
25,478	18,620	0	44,098
250	0	0	250
44	0	0	44
434	0	0	434
6,200	6,200	6,200	18,600
100	0	0	100
10	0	0	10
81	0	0	81
4,414	0	0	4,414
500	0	0	500
12	0	0	12
128	0	0	128
800	0	0	800
53	0	0	53
3,175	700	700	4,575
<b>41,679</b>	<b>25,520</b>	<b>6,900</b>	<b>74,099</b>

Borrowing	Capital Receipts	Revenue	Grants / Conts.
£000	£000	£000	£000
13,180	0	0	30,918
0	0	0	250
44	0	0	0
123	311	0	0
0	0	0	18,600
35	0	15	50
0	0	10	0
0	0	0	81
0	0	0	4,414
0	0	0	500
12	0	0	0
0	0	78	50
0	45	755	0
0	0	0	53
3,284	1,118	173	0
<b>16,678</b>	<b>1,474</b>	<b>1,031</b>	<b>54,916</b>



<b>REGENERATION AND PLANNING PORTFOLIO</b>
Ground Conditions Survey
Hardshaw Brook Depot Review
Earlestown Town Hall (External Works)
<b>TOTAL</b>

2022/23	2023/24	2024/25	Total
£000	£000	£000	£000
81	20	20	121
405	0	0	405
987	0	0	987
<b>1,473</b>	<b>20</b>	<b>20</b>	<b>1,513</b>

Borrowing	Capital Receipts	Revenue	Grants / Conts.
£000	£000	£000	£000
21	100	0	0
405	0	0	0
987	0	0	0
<b>1,413</b>	<b>100</b>	<b>0</b>	<b>0</b>

<b>SAFER, STRONGER COMMUNITIES PORTFOLIO</b>
<b>Community Safety Schemes</b>
Replacement of Housing & Regulatory Services Case Management System (Civica)
<b>Housing Schemes</b>
Disabled Facilities Grants and Adaptations
General Fund Housing (Housing Assistance)
Housing Clearance and Enforcement
Insulation Measures and Fuel Poverty
<b>TOTAL</b>

2022/23	2023/24	2024/25	Total
£000	£000	£000	£000
163	72	0	235
4,050	3,604	3,148	10,802
100	100	0	200
50	50	0	100
400	470	0	870
<b>4,763</b>	<b>4,296</b>	<b>3,148</b>	<b>12,207</b>

Borrowing	Capital Receipts	Revenue	Grants / Conts.
£000	£000	£000	£000
235	0	0	0
30	130	0	10,642
100	50	0	50
100	0	0	0
358	212	0	300
<b>823</b>	<b>392</b>	<b>0</b>	<b>10,992</b>

<b>TOTAL</b>
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<b>65,306</b>	<b>33,066</b>	<b>12,368</b>	<b>110,740</b>
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<b>21,642</b>	<b>3,190</b>	<b>1,880</b>	<b>84,028</b>
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# **Portfolio Budgets**

# **Education, Skills and Business**

**EDUCATION, SKILLS AND BUSINESS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b>EARLY YEARS</b>				
0	NURSERY - DELEGATED AND DEVOLVED FUNDS	0	0	0
13,730	LA/CORP EXP ATTRIBUTABLE TO EARLY YEARS	15,311	15,311	15,547
597,180	PRIVATE VOLUNTARY & INDEPENDENT PROVIDERS	221,369	221,369	311,925
<u>610,910</u>		<u>236,680</u>	<u>236,680</u>	<u>327,472</u>
<b>PRIMARY SCHOOLS</b>				
0	PRIMARY - DELEGATED AND DEVOLVED FUNDS	0	0	0
3,228,274	LA/CORP EXP ATTRIBUTABLE TO PRIMARY SCHOOLS	2,258,102	2,550,564	2,804,148
<u>3,228,274</u>		<u>2,258,102</u>	<u>2,550,564</u>	<u>2,804,148</u>
<b>SECONDARY SCHOOLS</b>				
0	SECONDARY - DELEGATED AND DEVOLVED FUNDS	0	0	0
1,095,604	LA/CORP EXP ATTRIBUTABLE TO SECONDARY SCHOOLS	1,171,013	1,199,752	1,200,869
<u>1,095,604</u>		<u>1,171,013</u>	<u>1,199,752</u>	<u>1,200,869</u>
<b>SPECIAL SCHOOLS</b>				
0	SPECIAL - DELEGATED AND DEVOLVED FUNDS	0	0	0
747,458	LA/CORP EXP ATTRIBUTABLE TO SPECIAL SCHOOLS	687,672	772,897	858,063
<u>747,458</u>		<u>687,672</u>	<u>772,897</u>	<u>858,063</u>
<b>SERVICE TO YOUNG PEOPLE &amp; OTHER COMMUNITY LEARNERS</b>				
330,467	OTHER SERVICES TO YOUNG PEOPLE - LIFELONG LEA	332,058	332,058	333,517
522,743	OTHER SERVICES TO YOUNG PEOPLE - YOUTH SERVIC	358,954	353,954	119,633
<u>853,210</u>		<u>691,012</u>	<u>686,012</u>	<u>453,150</u>
<b>OTHER STRATEGIC FUNCTIONS</b>				
1,477,639	SPECIAL EDUCATION	1,626,881	1,651,321	1,693,341
3,724,028	LEARNER SUPPORT	4,097,695	4,109,562	4,427,538
300,827	ACCESS	228,330	204,597	238,783
512,744	LOCAL AUTHORITY EDUCATION FUNCTIONS	522,728	522,728	516,046
101,507	MUSIC SERVICE	0	0	0
153,756	ECONOMIC DEVELOPMENT	217,887	509,887	143,590
<u>6,270,501</u>		<u>6,693,521</u>	<u>6,998,095</u>	<u>7,019,298</u>
<b>PLANNING AND DEVELOPMENT SERVICES</b>				
0	ECONOMIC DEVELOPMENT	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
<u>12,805,956</u>	<b>Net Expenditure</b>	<u>11,738,000</u>	<u>12,444,000</u>	<u>12,663,000</u>

**EDUCATION, SKILLS AND BUSINESS  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>EXPENDITURE</b>			
	<b>Balance C/F</b>			
11,635,794	Balance C/F	7,011,488	6,774,486	9,402,286
	<b>Employees</b>			
60,270,223	Teachers Pay	60,865,729	62,163,650	62,336,722
37,450,202	Non-Teachers Pay	37,343,977	36,935,270	36,863,425
1,740,336	Agency Staff	1,458,132	1,139,511	1,155,800
212,195	IR35 Employees	125,993	94,096	98,617
53,577	Employee Recruitment Costs	31,159	36,745	37,848
2,235,009	Employee Retirement Costs	2,355,861	2,355,861	2,242,131
156,648	Employee Insurance Costs	141,448	126,022	123,246
13,230	Internal Training Costs	4,247	3,365	3,419
350,099	Other Training Expenses	421,402	418,936	406,289
	<b>Premises Related Expenses</b>			
1,961,369	Repairs and Maintenance	1,788,405	2,110,361	2,084,818
343,498	Direct Service Charge-Ground Maintenance	236,894	260,511	242,006
39,480	Grounds Maintenance	49,611	98,361	101,312
1,537,012	Energy Costs	1,723,885	1,682,241	2,383,075
1,137,732	Rents & Rates	1,143,934	1,097,831	1,069,154
556,139	Water & Sewerage	705,788	672,023	663,189
452,055	Fixtures & Fittings	237,357	230,162	253,330
274,152	Cleaning & Domestic Services	277,131	286,005	286,838
1,631,280	Direct Service Charge-Cleaning	1,614,280	1,639,290	1,656,416
1,285,837	Direct Service Charge-Caretaking	1,297,776	1,300,466	1,346,304
335,633	Premises Insurance	338,913	290,760	269,415
	<b>Transport Related Expenses</b>			
5,687	Direct Transport Costs	12,852	42,235	44,037
12,050	Direct Service Charge-Pooled Transport Costs	26,723	17,315	22,656
2,489,867	External Transport Hire & Contracts	2,747,960	2,737,917	2,814,285
77,651	Travel Expenses	179,985	169,397	166,984
6,481	General Transport Insurance	437	1,200	1,236
	<b>Supplies and Services</b>			
314,275	Equipment	268,230	289,127	259,728
102,852	Furniture	39,350	32,000	32,835
97,961	Books, Publications & Literature	88,841	83,682	87,303
1,709,828	Materials	2,414,128	2,094,817	1,940,674
760,502	Catering Costs	197,323	192,810	312,809
4,296,385	Direct Service Charge-Catering	4,296,808	34,025	4,382,744
14,130	Clothing,Uniforms and Laundry	8,113	11,564	11,981
439,109	Printing and Reprographics	558,358	514,921	499,174
8,051	Direct Service Charge - Graphic Design Costs	530	1,380	839
65,059	Stationery and Office Expenses	82,109	91,596	91,285
58,623	Postage	62,164	58,367	56,105
414,900	Telephones	158,194	233,627	225,419
1,651,370	Hardware, Software & Other Computing	1,274,415	1,466,182	1,486,914
37,930	Legal Fees	19,000	19,000	19,000
2,128	Medical Fees	2,132	3,205	3,301
146,637	Consultants	288,389	168,970	174,040

**EDUCATION, SKILLS AND BUSINESS**  
**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
885,099	Other Professional Fees	1,166,886	1,530,167	1,263,727
1,865,262	Exam & Course Fees (incl. students & clients)	2,415,509	2,377,426	2,173,591
272,166	Education, Leisure Activities & Entertainments	450,747	446,829	461,504
25,796	Banking & Security Services	45,760	43,714	44,875
251,318	Direct Service Charge-Security	251,665	253,888	256,963
29,126	Premises & Room Hire	48,624	52,795	52,984
960	Other Supplies & Services	1,117	1,000	1,030
5,407	Professional Meetings	4,803	4,768	4,873
-140	Grants to Third Parties	0	0	0
607,688	Subscriptions	456,825	521,882	517,825
372,640	Insurances	504,823	307,758	322,247
38,949	Advertising, Promotion & Notices	-30,450	83,088	70,871
743	Licenses	2,062	1,964	2,021
0	Contingent Items	8,447	55,765	57,438
18,023	Provision for bad/doubtful debt	0	0	0
1,495,020	PFI Charges	684,717	684,717	666,052
	<b>Third Party Payments</b>			
390,181	3rd Party Payments to Other Local Authorities	345,826	345,826	345,826
13,472,657	Voluntary & Independent Sector Payments	10,549,926	10,549,926	10,329,745
13,135	Direct Service Charge-Civil Engineering	0	2,839	0
81,146	Direct Service Charge-Cleansing	78,657	79,941	80,273
437,568	3rd Party Payments to Private Contractors	1,179,397	1,386,864	1,180,325
233,994	3rd Party Payments to Other Establishments	0	0	0
	<b>Transfer Payments</b>			
45,516	School Children and Students	49,733	117,498	117,498
1,298	Client Personal Allowances	0	0	0
-310	Direct Payments to Social Care Clients	0	0	0
	<b>Support Services</b>			
10,783,608	Internal Recharges and Transfers	6,119,251	10,974,336	6,686,482
500,805	Central Premises Recharges	314,276	314,276	342,790
	<b>Capital Charges and Financing Costs</b>			
223,697	Revenue Expend Financed By Capital	0	305,000	376,000
3,183,226	Non-current Assets Depreciation & Amortisation	3,161,285	3,263,151	3,262,575
192,724	R C C O	0	130,835	85,000
439,805	Impairment & Revaluation Losses	0	0	0
<b>172,250,080</b>	<b>Expenditure</b>	<b>159,709,337</b>	<b>161,815,543</b>	<b>164,361,504</b>
	<b>INCOME</b>			
-7,107,264	Balance B/F	-6,736,347	-9,869,684	-11,428,357
	<b>External Grants and Reimbursements</b>			
-140,906,242	Grants and Subsidies	-137,947,019	-136,585,924	-136,465,389
-1,839,264	Reimbursements and Contributions	-251,387	-834,063	-714,140
	<b>Customer and Client Receipts</b>			
-2,780,041	Sales, Fees and Charges	-1,558,737	-582,807	-1,385,118
5,575	Rents	0	0	0
	<b>Other Income</b>			
-13,557	Interest	0	-14,517	0
	<b>Support Services</b>			
-6,803,913	Internal Recharges and Transfers-Revenue	-1,477,847	-1,484,548	-1,705,500

**EDUCATION, SKILLS AND BUSINESS**  
**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<u>-159,444.705</u>	<u>Income</u>	<u>-147,971.337</u>	<u>-149,371.543</u>	<u>-151,698.504</u>
<u>12,805.375</u>	<u>NET EXPENDITURE</u>	<u>11,738.000</u>	<u>12,444.000</u>	<u>12,663.000</u>

**EDUCATION, SKILLS AND BUSINESS  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>EARLY YEARS</u></b>			
	<b><u>NURSERY - DELEGATED AND DEVOLVED FUNDS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Balance C/F</u></b>			
49,783	Balance C/F	0	32,304	66,000
	<b><u>Employees</u></b>			
148,958	Teachers Pay	159,302	180,796	189,773
151,624	Non-Teachers Pay	112,147	82,147	86,125
39,649	Agency Staff	32,795	17,000	17,816
546	Employee Insurance Costs	578	552	566
190	Internal Training Costs	303	300	309
520	Other Training Expenses	1,010	1,000	1,030
	<b><u>Premises Related Expenses</u></b>			
1,417	Repairs and Maintenance	3,535	6,500	6,695
2,050	Direct Service Charge-Ground Maintenance	2,071	2,071	2,111
5,052	Energy Costs	5,151	5,100	7,650
8,234	Rents & Rates	8,315	8,233	8,480
1,966	Water & Sewerage	3,535	3,500	3,605
23,447	Direct Service Charge-Caretaking	23,681	23,681	24,155
713	Premises Insurance	751	720	738
	<b><u>Transport Related Expenses</u></b>			
0	Travel Expenses	20	20	21
	<b><u>Supplies and Services</u></b>			
1,150	Equipment	606	600	618
9,391	Materials	14,550	12,500	12,875
44	Catering Costs	51	50	52
373	Clothing,Uniforms and Laundry	0	0	0
2,230	Printing and Reprographics	2,222	2,200	2,266
879	Postage	1,818	600	618
1,878	Telephones	1,717	4,000	4,120
3,271	Hardware, Software & Other Computing	1,212	500	515
350	Consultants	0	0	0
341	Other Professional Fees	392	88	91
5,539	Direct Service Charge-Security	5,594	5,594	3,382
270	Subscriptions	303	1,500	1,545
1,143	Insurances	1,072	1,147	1,179
0	Contingent Items	0	233	240
	<b><u>Third Party Payments</u></b>			
0	Direct Service Charge-Civil Engineering	0	90	0
1,360	Direct Service Charge-Cleansing	1,433	1,272	1,462
	<b><u>Support Services</u></b>			
74,136	Internal Recharges and Transfers	13,836	26,544	13,963
<b>536,503</b>	<b><u>Expenditure</u></b>	<b>398,000</b>	<b>420,842</b>	<b>458,000</b>
	<b><u>INCOME</u></b>			
-34,158	Balance B/F	-50,000	-50,000	-107,000
	<b><u>External Grants and Reimbursements</u></b>			
-423,108	Grants and Subsidies	-348,000	-348,280	-351,000



**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
3,002	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-30,907	Sales, Fees and Charges	0	0	0
	<b><u>Other Income</u></b>			
-62	Interest	0	-62	0
	<b><u>Support Services</u></b>			
-51,270	Internal Recharges and Transfers-Revenue	0	-22,500	0
<b><u>-536,503</u></b>	<b><u>Income</u></b>	<b><u>-398,000</u></b>	<b><u>-420,842</u></b>	<b><u>-458,000</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>EARLY YEARS</u></b>			
	<b><u>LA/CORP EXP ATTRIBUTABLE TO EARLY YEARS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
0	Insurances	2,205	2,205	2,205
	<b><u>Support Services</u></b>			
1,206	Internal Recharges and Transfers	2,866	2,866	3,102
	<b><u>Capital Charges and Financing Costs</u></b>			
10,240	Non-current Assets Depreciation & Amortisation	10,240	10,240	10,240
2,283	Impairment & Revaluation Losses	0	0	0
<b><u>13,730</u></b>	<b><u>Expenditure</u></b>	<b><u>15,311</u></b>	<b><u>15,311</u></b>	<b><u>15,547</u></b>
<b><u>13,730</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>15,311</u></b>	<b><u>15,311</u></b>	<b><u>15,547</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>EARLY YEARS</u></b>			
	<b><u>PRIVATE VOLUNTARY &amp; INDEPENDENT PROVIDERS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
208,833	Non-Teachers Pay	223,055	223,055	235,516
274	Employee Insurance Costs	274	274	274
5,280	Other Training Expenses	1,000	1,000	1,000
	<b><u>Premises Related Expenses</u></b>			
40	Repairs and Maintenance	0	0	0
	<b><u>Transport Related Expenses</u></b>			
123	External Transport Hire & Contracts	0	0	0
110	Travel Expenses	3,900	3,900	3,900
	<b><u>Supplies and Services</u></b>			
46	Equipment	647	647	647
0	Books, Publications & Literature	500	500	500
0	Catering Costs	1,750	1,750	1,750
63	Printing and Reprographics	2,239	2,239	2,239
475	Direct Service Charge - Graphic Design Costs	0	0	0
17	Stationery and Office Expenses	0	0	0
872	Postage	0	0	0
462	Telephones	450	450	450
29,121	Hardware, Software & Other Computing	28,451	28,451	28,451
4,784	Other Professional Fees	1,240	1,240	1,240
2,662	Direct Service Charge-Security	2,689	2,689	3,077
0	Premises & Room Hire	2,750	2,750	2,750
2,205	Insurances	2,205	2,205	2,205
0	Advertising, Promotion & Notices	2,000	2,000	2,000
	<b><u>Third Party Payments</u></b>			
6,751,405	Voluntary & Independent Sector Payments	7,799,913	7,799,913	7,579,732
	<b><u>Support Services</u></b>			
125,582	Internal Recharges and Transfers	202,584	202,584	241,096
24,575	Central Premises Recharges	12,674	12,674	18,163
<u>7,156,929</u>	<u>Expenditure</u>	<u>8,288,321</u>	<u>8,288,321</u>	<u>8,124,990</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-6,555,608	Grants and Subsidies	-8,066,952	-8,066,952	-7,813,065
-3,992	Reimbursements and Contributions	0	0	0
	<b><u>Support Services</u></b>			
-150	Internal Recharges and Transfers-Revenue	0	0	0
<u>-6,559,750</u>	<u>Income</u>	<u>-8,066,952</u>	<u>-8,066,952</u>	<u>-7,813,065</u>
<u>597,180</u>	<u>NET EXPENDITURE</u>	<u>221,369</u>	<u>221,369</u>	<u>311,925</u>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PRIMARY SCHOOLS</u></b>			
	<b><u>PRIMARY - DELEGATED AND DEVOLVED FUNDS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Balance C/F</u></b>			
7,303,159	Balance C/F	5,067,432	4,190,436	5,015,555
	<b><u>Employees</u></b>			
35,878,066	Teachers Pay	36,042,639	36,452,603	38,235,435
21,429,572	Non-Teachers Pay	20,148,719	19,669,119	20,622,905
811,132	Agency Staff	791,054	548,159	574,471
118,244	IR35 Employees	115,478	84,760	88,828
1,981	Employee Recruitment Costs	4,798	3,750	3,863
1,039	Employee Retirement Costs	0	0	0
117,532	Employee Insurance Costs	106,758	105,066	101,797
10,090	Internal Training Costs	1,879	1,505	1,550
183,520	Other Training Expenses	243,006	241,609	248,857
	<b><u>Premises Related Expenses</u></b>			
535,043	Repairs and Maintenance	643,938	1,049,741	1,102,142
240,632	Direct Service Charge-Ground Maintenance	140,037	157,728	142,740
28,772	Grounds Maintenance	48,601	94,361	97,192
938,180	Energy Costs	1,004,028	973,834	1,460,752
732,171	Rents & Rates	744,794	711,945	733,303
394,994	Water & Sewerage	490,489	466,921	480,929
89,991	Fixtures & Fittings	76,939	72,342	74,512
99,098	Cleaning & Domestic Services	96,708	93,556	96,363
937,106	Direct Service Charge-Cleaning	926,083	931,093	969,699
1,126,310	Direct Service Charge-Caretaking	1,136,981	1,139,671	1,182,074
213,360	Premises Insurance	222,045	203,715	185,595
	<b><u>Transport Related Expenses</u></b>			
0	Direct Transport Costs	0	29,500	30,385
0	Direct Service Charge-Pooled Transport Costs	0	800	0
3,130	External Transport Hire & Contracts	129,832	133,342	138,125
762	Travel Expenses	3,607	3,120	3,215
0	General Transport Insurance	437	1,200	1,236
	<b><u>Supplies and Services</u></b>			
108,825	Equipment	46,738	82,870	85,357
70,112	Furniture	24,240	18,500	19,055
66,809	Books, Publications & Literature	65,731	60,380	62,191
1,243,635	Materials	1,479,308	1,110,197	1,143,503
614,288	Catering Costs	161,318	160,582	165,399
3,358,520	Direct Service Charge-Catering	3,755,262	17,525	3,830,367
9,161	Clothing,Uniforms and Laundry	4,578	7,814	8,048
316,793	Printing and Reprographics	409,507	382,601	394,079
37,260	Stationery and Office Expenses	42,460	40,791	42,015
24,155	Postage	24,543	23,748	24,460
123,295	Telephones	92,205	165,088	170,040
616,941	Hardware, Software & Other Computing	540,620	674,935	695,183
1,782	Medical Fees	2,071	3,145	3,239
111,761	Consultants	151,281	120,730	124,352
472,497	Other Professional Fees	649,745	799,918	823,915

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
205,019	Education,Leisure Activities & Entertainments	146,574	151,255	155,793
13,111	Banking & Security Services	21,218	19,167	19,742
153,710	Direct Service Charge-Security	153,080	153,025	158,480
10,704	Premises & Room Hire	2,136	6,307	6,496
518,788	Subscriptions	393,315	466,736	480,738
289,748	Insurances	383,705	249,169	244,489
6,196	Advertising, Promotion & Notices	-100,393	12,880	13,266
113	Licenses	1,504	1,492	1,537
0	Contingent Items	8,447	55,532	57,198
	<b><u>Third Party Payments</u></b>			
224,542	Voluntary & Independent Sector Payments	0	0	0
9,316	Direct Service Charge-Civil Engineering	0	2,044	0
71,433	Direct Service Charge-Cleansing	68,908	68,358	70,289
24,923	3rd Party Payments to Private Contractors	28,583	28,640	29,499
	<b><u>Transfer Payments</u></b>			
1,123	Client Personal Allowances	0	0	0
	<b><u>Support Services</u></b>			
6,376,976	Internal Recharges and Transfers	2,047,321	5,993,921	2,040,518
	<b><u>Capital Charges and Financing Costs</u></b>			
10,662	R C C O	0	65,183	0
<b><u>86,286,084</u></b>	<b><u>Expenditure</u></b>	<b><u>78,790,287</u></b>	<b><u>78,302,409</u></b>	<b><u>82,460,771</u></b>
	<b><u>INCOME</u></b>			
-4,761,972	Balance B/F	-4,500,000	-6,380,601	-6,646,000
	<b><u>External Grants and Reimbursements</u></b>			
-75,046,494	Grants and Subsidies	-73,301,000	-71,512,657	-74,874,000
-927,681	Reimbursements and Contributions	0	-224,211	-175,929
	<b><u>Customer and Client Receipts</u></b>			
-1,349,163	Sales, Fees and Charges	-973,087	-76,842	-764,842
	<b><u>Other Income</u></b>			
-8,945	Interest	0	-10,115	0
	<b><u>Support Services</u></b>			
-4,191,827	Internal Recharges and Transfers-Revenue	-16,200	-97,983	0
<b><u>-86,286,084</u></b>	<b><u>Income</u></b>	<b><u>-78,790,287</u></b>	<b><u>-78,302,409</u></b>	<b><u>-82,460,771</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PRIMARY SCHOOLS</u></b>			
	<b><u>LA/CORP EXP ATTRIBUTABLE TO PRIMARY SCHOOLS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
12,000	Non-Teachers Pay	0	0	0
-834	Agency Staff	0	0	0
661,003	Employee Retirement Costs	742,410	742,410	685,680
	<b><u>Premises Related Expenses</u></b>			
448,963	Repairs and Maintenance	278,392	276,685	215,827
1,160	Direct Service Charge-Ground Maintenance	0	0	0
1,412	Energy Costs	0	0	0
2,130	Water & Sewerage	0	0	0
240	Fixtures & Fittings	0	0	0
112	Direct Service Charge-Cleaning	0	0	0
	<b><u>Supplies and Services</u></b>			
1,166	Materials	0	0	0
0	Catering Costs	0	0	119,000
481,923	Direct Service Charge-Catering	0	0	0
473	Direct Service Charge - Graphic Design Costs	0	0	0
396	Telephones	0	0	0
75,921	Hardware, Software & Other Computing	0	0	0
15,730	Legal Fees	0	0	0
12,070	Other Professional Fees	0	0	4,000
4,409	Banking & Security Services	1,800	1,800	1,800
24,293	Direct Service Charge-Security	24,537	24,537	25,380
3,830	Insurances	1,685	1,685	10,185
13,065	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
3,552	Direct Service Charge-Civil Engineering	0	0	0
	<b><u>Support Services</u></b>			
447,468	Internal Recharges and Transfers	570,029	570,029	648,088
	<b><u>Capital Charges and Financing Costs</u></b>			
223,697	Revenue Expend Financed By Capital	0	287,000	376,000
1,601,373	Non-current Assets Depreciation & Amortisation	1,601,372	1,606,834	1,606,258
40,000	R C C O	0	1,707	0
384,119	Impairment & Revaluation Losses	0	0	0
<b><u>4,459,671</u></b>	<b><u>Expenditure</u></b>	<b><u>3,220,225</u></b>	<b><u>3,512,687</u></b>	<b><u>3,692,218</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-1,048,856	Grants and Subsidies	-962,123	-962,123	-779,650
-7,880	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-102	Rents	0	0	0
	<b><u>Support Services</u></b>			
-174,559	Internal Recharges and Transfers-Revenue	0	0	-108,420
<b><u>-1,231,398</u></b>	<b><u>Income</u></b>	<b><u>-962,123</u></b>	<b><u>-962,123</u></b>	<b><u>-888,070</u></b>
<b><u>3,228,274</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>2,258,102</u></b>	<b><u>2,550,564</u></b>	<b><u>2,804,148</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>SECONDARY SCHOOLS</u></b>			
	<b><u>SECONDARY - DELEGATED AND DEVOLVED FUNDS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Balance C/F</u></b>			
3,328,202	Balance C/F	1,685,231	2,191,588	3,337,000
	<b><u>Employees</u></b>			
18,275,114	Teachers Pay	18,427,717	19,253,168	17,223,159
6,034,748	Non-Teachers Pay	6,367,829	6,610,523	5,529,096
233,205	Agency Staff	419,821	372,771	353,984
19,584	IR35 Employees	10,515	9,336	9,789
51,596	Employee Recruitment Costs	24,341	29,695	30,586
11,832	Employee Insurance Costs	18,133	11,883	12,249
1,080	Internal Training Costs	505	0	0
45,296	Other Training Expenses	76,634	79,000	65,920
	<b><u>Premises Related Expenses</u></b>			
759,873	Repairs and Maintenance	648,037	572,627	552,961
64,700	Direct Service Charge-Ground Maintenance	70,170	74,151	71,483
3,192	Grounds Maintenance	1,010	4,000	4,120
442,803	Energy Costs	538,345	530,975	659,625
297,607	Rents & Rates	301,210	287,217	224,640
108,657	Water & Sewerage	148,748	139,126	114,330
37,901	Fixtures & Fittings	27,270	23,000	23,690
165,342	Cleaning & Domestic Services	160,501	171,699	169,110
507,083	Direct Service Charge-Cleaning	499,350	519,350	509,336
170	Direct Service Charge-Caretaking	0	0	0
48,045	Premises Insurance	64,048	53,245	49,692
	<b><u>Transport Related Expenses</u></b>			
452	Direct Transport Costs	2,252	2,235	2,302
2,327	Direct Service Charge-Pooled Transport Costs	8,029	6,180	8,190
63,073	External Transport Hire & Contracts	75,843	82,675	77,095
3,207	Travel Expenses	8,828	7,862	7,686
	<b><u>Supplies and Services</u></b>			
54,059	Equipment	78,837	75,849	47,224
30,477	Furniture	11,110	11,000	11,330
18,196	Books, Publications & Literature	808	2,000	2,060
352,499	Materials	713,460	789,555	594,834
133,285	Catering Costs	17,231	17,300	13,905
453,298	Direct Service Charge-Catering	428,506	16,500	437,076
2,236	Clothing,Uniforms and Laundry	3,535	3,750	3,863
101,873	Printing and Reprographics	102,015	90,111	61,800
0	Direct Service Charge - Graphic Design Costs	0	300	309
16,533	Stationery and Office Expenses	27,371	38,200	34,196
29,575	Postage	27,116	27,263	24,373
27,046	Telephones	20,096	20,334	17,339
514,988	Hardware, Software & Other Computing	505,691	582,699	579,243
73	Medical Fees	61	60	62
27,653	Consultants	58,979	29,050	29,922
238,397	Other Professional Fees	313,810	281,471	258,614
508,012	Exam & Course Fees (incl. students & clients)	527,826	552,000	475,860

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
45,149	Education,Leisure Activities & Entertainments	280,059	276,286	284,575
7,305	Banking & Security Services	18,330	18,347	18,897
23,389	Direct Service Charge-Security	23,624	23,624	24,097
815	Other Supplies & Services	1,117	1,000	1,030
7,518	Professional Meetings	3,535	3,500	3,605
42,127	Subscriptions	47,723	38,936	21,275
35,036	Insurances	85,876	27,982	28,771
23,087	Advertising, Promotion & Notices	66,938	64,000	54,590
	<b><u>Third Party Payments</u></b>			
744,083	Voluntary & Independent Sector Payments	0	0	0
194	Direct Service Charge-Civil Engineering	0	205	0
206	Direct Service Charge-Cleansing	161	1,000	164
	<b><u>Transfer Payments</u></b>			
35,116	School Children and Students	49,733	117,498	117,498
	<b><u>Support Services</u></b>			
1,755,829	Internal Recharges and Transfers	1,247,085	1,812,885	1,269,545
	<b><u>Capital Charges and Financing Costs</u></b>			
0	R C C O	0	63,945	0
<u>35,733,142</u>	<u>Expenditure</u>	<u>34,245,000</u>	<u>36,018,956</u>	<u>33,452,100</u>
	<b><u>INCOME</u></b>			
-1,362,243	Balance B/F	-1,500,000	-2,654,724	-3,469,000
	<b><u>External Grants and Reimbursements</u></b>			
-33,290,767	Grants and Subsidies	-32,652,000	-32,900,968	-29,638,000
-328,317	Reimbursements and Contributions	0	-318,925	-302,100
	<b><u>Customer and Client Receipts</u></b>			
-69,163	Sales, Fees and Charges	-93,000	-64,000	-43,000
	<b><u>Other Income</u></b>			
-3,492	Interest	0	-3,421	0
	<b><u>Support Services</u></b>			
-679,159	Internal Recharges and Transfers-Revenue	0	-76,918	0
<u>-35,733,142</u>	<u>Income</u>	<u>-34,245,000</u>	<u>-36,018,956</u>	<u>-33,452,100</u>
<u>0</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>



**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b>SECONDARY SCHOOLS</b>				
<b>LA/CORP EXP ATTRIBUTABLE TO SECONDARY SCHOOLS</b>				
<b>EXPENDITURE</b>				
<b>Employees</b>				
41,150	Agency Staff	0	0	0
887,000	Employee Retirement Costs	971,457	971,457	926,457
<b>Premises Related Expenses</b>				
89,643	Repairs and Maintenance	100,000	100,000	100,000
<b>Supplies and Services</b>				
257	Materials	0	0	0
229,569	Telephones	0	0	0
189,833	Hardware, Software & Other Computing	0	0	0
3,500	Other Professional Fees	0	0	0
0	Banking & Security Services	3,000	3,000	3,000
1,516	Direct Service Charge-Security	1,531	1,531	1,752
3,605	Insurances	2,786	2,786	4,786
1,495,020	PFI Charges	684,717	684,717	666,052
<b>Support Services</b>				
306,471	Internal Recharges and Transfers	381,669	381,669	385,165
<b>Capital Charges and Financing Costs</b>				
0	Revenue Expend Financed By Capital	0	18,000	0
915,234	Non-current Assets Depreciation & Amortisation	893,293	904,032	904,032
135,062	R C C O	0	0	0
4,945	Impairment & Revaluation Losses	0	0	0
<b>4,302,805</b>	<b>Expenditure</b>	<b>3,038,453</b>	<b>3,067,192</b>	<b>2,991,244</b>
<b>INCOME</b>				
<b>External Grants and Reimbursements</b>				
-1,620,675	Grants and Subsidies	-1,790,440	-1,790,440	-1,672,433
-130,209	Reimbursements and Contributions	-77,000	-77,000	-97,000
<b>Customer and Client Receipts</b>				
-1,048,894	Sales, Fees and Charges	0	0	0
-7	Rents	0	0	0
<b>Support Services</b>				
-407,416	Internal Recharges and Transfers-Revenue	0	0	-20,942
<b>-3,207,201</b>	<b>Income</b>	<b>-1,867,440</b>	<b>-1,867,440</b>	<b>-1,790,375</b>
<b>1,095,604</b>	<b>NET EXPENDITURE</b>	<b>1,171,013</b>	<b>1,199,752</b>	<b>1,200,869</b>

**EDUCATION, SKILLS AND BUSINESS**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SPECIAL SCHOOLS</u></b>			
	<b><u>SPECIAL - DELEGATED AND DEVOLVED FUNDS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Balance C/F</u></b>			
807,392	Balance C/F	126,033	355,552	788,000
	<b><u>Employees</u></b>			
3,736,496	Teachers Pay	3,753,712	3,887,791	4,078,566
3,497,213	Non-Teachers Pay	3,779,495	3,734,383	3,916,293
408,389	Agency Staff	172,462	165,581	173,529
1,404	IR35 Employees	0	0	0
0	Employee Recruitment Costs	2,020	3,300	3,399
11,581	Employee Insurance Costs	11,974	4,516	4,629
1,870	Internal Training Costs	0	0	0
58,280	Other Training Expenses	42,925	38,500	39,655
	<b><u>Premises Related Expenses</u></b>			
50,579	Repairs and Maintenance	70,195	65,500	67,465
30,679	Direct Service Charge-Ground Maintenance	19,669	21,669	20,460
7,516	Grounds Maintenance	0	0	0
135,046	Energy Costs	157,861	153,698	230,548
44,558	Water & Sewerage	54,540	57,500	59,225
18,123	Fixtures & Fittings	8,585	10,257	10,565
9,692	Cleaning & Domestic Services	19,352	20,500	21,115
175,463	Direct Service Charge-Cleaning	177,217	177,217	168,908
33,567	Direct Service Charge-Caretaking	33,832	33,832	34,509
29,060	Premises Insurance	31,356	12,367	12,677
	<b><u>Transport Related Expenses</u></b>			
5,085	Direct Transport Costs	10,100	10,000	10,300
622	Direct Service Charge-Pooled Transport Costs	6,174	2,560	6,297
12,731	External Transport Hire & Contracts	8,585	10,500	10,815
5,393	Travel Expenses	8,585	6,500	6,695
6,481	General Transport Insurance	0	0	0
	<b><u>Supplies and Services</u></b>			
16,447	Equipment	28,785	19,000	19,570
87,611	Materials	166,958	143,213	147,510
9,081	Catering Costs	4,545	2,500	2,575
0	Direct Service Charge-Catering	113,040	0	115,301
497	Clothing,Uniforms and Laundry	0	0	0
13,180	Printing and Reprographics	16,160	16,000	16,480
464	Stationery and Office Expenses	2,323	2,300	2,369
2,391	Postage	3,131	1,600	1,648
12,000	Telephones	10,656	11,000	11,330
99,010	Hardware, Software & Other Computing	123,196	109,660	112,950
6,873	Consultants	78,129	19,190	19,766
22,179	Other Professional Fees	26,336	34,807	35,851
11,120	Exam & Course Fees (incl. students & clients)	34,037	26,780	27,583
394	Education,Leisure Activities & Entertainments	2,626	1,600	1,648
971	Banking & Security Services	1,212	1,200	1,236
13,333	Direct Service Charge-Security	13,466	15,744	13,736
19,176	Subscriptions	13,484	11,910	12,267

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
9,891	Insurances	16,584	11,874	12,222
20	Advertising, Promotion & Notices	505	500	515
157	Licenses	156	154	159
	<b><u>Third Party Payments</u></b>			
73	Direct Service Charge-Civil Engineering	0	500	0
0	Direct Service Charge-Cleansing	0	1,156	0
773	3rd Party Payments to Private Contractors	0	0	0
	<b><u>Transfer Payments</u></b>			
10,400	School Children and Students	0	0	0
	<b><u>Support Services</u></b>			
330,274	Internal Recharges and Transfers	77,499	277,043	73,134
	<b><u>Capital Charges and Financing Costs</u></b>			
7,000	R C C O	0	0	85,000
<b><u>9,760,536</u></b>	<b><u>Expenditure</u></b>	<b><u>9,227,500</u></b>	<b><u>9,479,454</u></b>	<b><u>10,376,500</u></b>
	<b><u>INCOME</u></b>			
-612,543	Balance B/F	-350,000	-637,101	-1,025,000
	<b><u>External Grants and Reimbursements</u></b>			
-8,987,240	Grants and Subsidies	-8,801,000	-8,807,034	-9,273,000
-34,174	Reimbursements and Contributions	0	-4,400	-2,000
	<b><u>Customer and Client Receipts</u></b>			
-12,215	Sales, Fees and Charges	-32,000	-30,000	-32,000
	<b><u>Other Income</u></b>			
-1,057	Interest	0	-919	0
	<b><u>Support Services</u></b>			
-113,307	Internal Recharges and Transfers-Revenue	-44,500	0	-44,500
<b><u>-9,760,536</u></b>	<b><u>Income</u></b>	<b><u>-9,227,500</u></b>	<b><u>-9,479,454</u></b>	<b><u>-10,376,500</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>SPECIAL SCHOOLS</u></b>			
	<b><u>LA/CORP EXP ATTRIBUTABLE TO SPECIAL SCHOOLS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
28,721	Agency Staff	0	0	0
82,742	Employee Retirement Costs	110,359	110,359	110,359
	<b><u>Premises Related Expenses</u></b>			
58,562	Repairs and Maintenance	25,000	25,000	25,000
305,800	Fixtures & Fittings	122,000	122,000	142,000
	<b><u>Supplies and Services</u></b>			
117	Materials	0	0	0
5,551	Hardware, Software & Other Computing	0	0	0
22,200	Legal Fees	0	0	0
0	Banking & Security Services	200	200	200
9,972	Insurances	284	284	7,784
	<b><u>Support Services</u></b>			
91,434	Internal Recharges and Transfers	101,496	101,496	104,350
	<b><u>Capital Charges and Financing Costs</u></b>			
576,142	Non-current Assets Depreciation & Amortisation	576,142	661,367	661,367
48,458	Impairment & Revaluation Losses	0	0	0
<b><u>1,229,698</u></b>	<b><u>Expenditure</u></b>	<b><u>935,481</u></b>	<b><u>1,020,706</u></b>	<b><u>1,051,060</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-454,196	Grants and Subsidies	-247,809	-247,809	-187,359
	<b><u>Customer and Client Receipts</u></b>			
-1	Rents	0	0	0
	<b><u>Support Services</u></b>			
-28,043	Internal Recharges and Transfers-Revenue	0	0	-5,638
<b><u>-482,241</u></b>	<b><u>Income</u></b>	<b><u>-247,809</u></b>	<b><u>-247,809</u></b>	<b><u>-192,997</u></b>
<b><u>747,458</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>687,672</u></b>	<b><u>772,897</u></b>	<b><u>858,063</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SERVICE TO YOUNG PEOPLE &amp; OTHER COMMUNITY LEARNERS</u></b>			
	<b><u>OTHER SERVICES TO YOUNG PEOPLE - LIFELONG LEARNING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
94,625	Non-Teachers Pay	95,186	95,186	100,567
445	Other Training Expenses	0	0	0
	<b><u>Transport Related Expenses</u></b>			
197	Travel Expenses	0	0	0
	<b><u>Supplies and Services</u></b>			
1	Printing and Reprographics	0	0	0
909	Hardware, Software & Other Computing	0	0	0
764,233	Exam & Course Fees (incl. students & clients)	1,182,057	1,182,057	1,182,057
	<b><u>Third Party Payments</u></b>			
285,236	3rd Party Payments to Private Contractors	295,000	295,000	295,000
<b><u>1,145,646</u></b>	<b><u>Expenditure</u></b>	<b><u>1,572,243</u></b>	<b><u>1,572,243</u></b>	<b><u>1,577,624</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-815,179	Grants and Subsidies	-1,240,185	-1,240,185	-1,244,107
<b><u>-815,179</u></b>	<b><u>Income</u></b>	<b><u>-1,240,185</u></b>	<b><u>-1,240,185</u></b>	<b><u>-1,244,107</u></b>
<b><u>330,467</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>332,058</u></b>	<b><u>332,058</u></b>	<b><u>333,517</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SERVICE TO YOUNG PEOPLE &amp; OTHER COMMUNITY LEARNERS</u></b>			
	<b><u>OTHER SERVICES TO YOUNG PEOPLE - YOUTH SERVICE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
314,902	Non-Teachers Pay	143,487	143,487	-6,554
7,704	Employee Retirement Costs	0	0	0
3,600	Other Training Expenses	2,000	2,000	2,000
	<b><u>Premises Related Expenses</u></b>			
42	Repairs and Maintenance	0	0	0
	<b><u>Transport Related Expenses</u></b>			
6	Direct Transport Costs	0	0	0
9,100	Direct Service Charge-Pooled Transport Costs	11,420	6,675	7,041
44	External Transport Hire & Contracts	0	0	0
13,665	Travel Expenses	2,100	2,100	2,100
	<b><u>Supplies and Services</u></b>			
2,131	Equipment	3,199	2,944	3,199
5,834	Books, Publications & Literature	5,000	5,000	5,000
203	Materials	0	0	0
457	Catering Costs	1,278	1,278	1,278
110	Clothing,Uniforms and Laundry	0	0	0
303	Printing and Reprographics	0	0	0
367	Direct Service Charge - Graphic Design Costs	0	0	0
344	Stationery and Office Expenses	0	0	0
2,423	Telephones	500	500	500
4,968	Hardware, Software & Other Computing	500	500	500
41	Other Professional Fees	800	800	800
2,861	Direct Service Charge-Security	2,890	2,890	0
63	Premises & Room Hire	16,238	16,238	16,238
255	Subscriptions	0	0	0
659	Advertising, Promotion & Notices	500	500	500
158	Licenses	0	0	0
4,958	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
0	Voluntary & Independent Sector Payments	9,106	9,106	9,106
2,464	Direct Service Charge-Cleansing	2,489	2,489	2,551
	<b><u>Support Services</u></b>			
24,648	Internal Recharges and Transfers	39,582	39,582	0
154,986	Central Premises Recharges	142,687	142,687	100,196
	<b><u>Capital Charges and Financing Costs</u></b>			
5,178	Non-current Assets Depreciation & Amortisation	5,178	5,178	5,178
<b>562,475</b>	<b><u>Expenditure</u></b>	<b>388,954</b>	<b>383,954</b>	<b>149,633</b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-6,109	Grants and Subsidies	0	0	0
-10,207	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-17,355	Sales, Fees and Charges	-30,000	-30,000	-30,000
	<b><u>Support Services</u></b>			

**EDUCATION, SKILLS AND BUSINESS**  
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<b>Actual Expenditure</b>		<b>Allowed Estimate</b>	<b>Revised Estimate</b>	<b>Forward Estimate</b>
<b><u>2020/21</u></b>		<b><u>2021/22</u></b>	<b><u>2021/22</u></b>	<b><u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
-6,060	Internal Recharges and Transfers-Revenue	0	0	0
<u>-39,732</u>	<u>Income</u>	<u>-30,000</u>	<u>-30,000</u>	<u>-30,000</u>
<u>522,743</u>	<u>NET EXPENDITURE</u>	<u>358,954</u>	<u>353,954</u>	<u>119,633</u>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>OTHER STRATEGIC FUNCTIONS</u></b>			
	<b><u>SPECIAL EDUCATION</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
532,898	Teachers Pay	567,810	567,810	657,598
2,106,953	Non-Teachers Pay	2,401,642	2,425,642	2,372,465
460	Agency Staff	0	0	0
20,187	IR35 Employees	0	0	0
36,637	Employee Retirement Costs	5,723	5,723	5,723
1,660	Employee Insurance Costs	1,660	1,660	1,660
8,263	Other Training Expenses	6,150	14,150	6,150
	<b><u>Premises Related Expenses</u></b>			
1,034	Repairs and Maintenance	1,889	1,889	1,970
1,643	Direct Service Charge-Ground Maintenance	1,453	1,453	0
1,110	Energy Costs	5,000	5,000	5,000
0	Rents & Rates	4,027	4,027	4,027
0	Water & Sewerage	600	600	600
0	Fixtures & Fittings	2,563	2,563	2,563
16,047	Direct Service Charge-Caretaking	16,187	16,187	0
4,520	Premises Insurance	4,520	4,520	4,520
	<b><u>Transport Related Expenses</u></b>			
0	Direct Service Charge-Pooled Transport Costs	1,100	1,100	1,128
0	External Transport Hire & Contracts	23,000	15,000	23,000
25,261	Travel Expenses	66,418	66,418	66,356
	<b><u>Supplies and Services</u></b>			
63,653	Equipment	50,250	50,250	50,250
404	Furniture	0	0	0
529	Books, Publications & Literature	2,202	2,202	2,202
3,763	Materials	29,702	29,702	29,702
84	Catering Costs	1,450	1,450	1,450
115	Clothing,Uniforms and Laundry	0	0	0
1,132	Printing and Reprographics	2,750	2,750	2,750
1,475	Direct Service Charge - Graphic Design Costs	0	0	0
1,571	Stationery and Office Expenses	2,000	2,000	2,000
330	Postage	850	850	850
7,999	Telephones	10,168	10,168	10,168
30,268	Hardware, Software & Other Computing	11,450	11,450	11,450
0	Legal Fees	15,000	15,000	15,000
69	Medical Fees	0	0	0
64,720	Other Professional Fees	22,210	22,210	21,421
6,527	Direct Service Charge-Security	6,592	6,592	7,544
0	Premises & Room Hire	2,250	2,250	2,250
102	Other Supplies & Services	0	0	0
0	Professional Meetings	243	243	243
2,826	Subscriptions	2,000	2,000	2,000
2,043	Insurances	2,043	2,043	2,043
	<b><u>Third Party Payments</u></b>			
389,181	3rd Party Payments to Other Local Authorities	345,826	345,826	345,826
5,749,555	Voluntary & Independent Sector Payments	2,740,907	2,740,907	2,740,907



**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
2,464	Direct Service Charge-Cleansing	2,489	2,489	2,551
46,331	3rd Party Payments to Private Contractors	63,659	63,659	63,659
233,994	3rd Party Payments to Other Establishments	0	0	0
	<b><u>Support Services</u></b>			
431,073	Internal Recharges and Transfers	575,329	575,329	688,205
152,958	Central Premises Recharges	85,411	85,411	122,508
	<b><u>Capital Charges and Financing Costs</u></b>			
22,860	Non-current Assets Depreciation & Amortisation	22,860	23,300	23,300
<b><u>9,972,699</u></b>	<b><u>Expenditure</u></b>	<b><u>7,107,383</u></b>	<b><u>7,131,823</u></b>	<b><u>7,301,039</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-8,253,986	Grants and Subsidies	-5,265,948	-5,265,948	-5,378,837
-205,071	Reimbursements and Contributions	-148,700	-148,700	-113,861
	<b><u>Customer and Client Receipts</u></b>			
-21,373	Sales, Fees and Charges	0	0	0
	<b><u>Support Services</u></b>			
-15,211	Internal Recharges and Transfers-Revenue	-65,854	-65,854	-115,000
<b><u>-8,495,640</u></b>	<b><u>Income</u></b>	<b><u>-5,480,502</u></b>	<b><u>-5,480,502</u></b>	<b><u>-5,607,698</u></b>
<b><u>1,477,059</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,626,881</u></b>	<b><u>1,651,321</u></b>	<b><u>1,693,341</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>OTHER STRATEGIC FUNCTIONS</u></b>			
	<b><u>LEARNER SUPPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Balance C/F</u></b>			
147,258	Balance C/F	132,792	4,606	195,731
	<b><u>Employees</u></b>			
1,698,692	Teachers Pay	1,914,549	1,821,482	1,952,191
2,189,823	Non-Teachers Pay	2,750,477	2,612,863	2,695,988
178,464	Agency Staff	42,000	36,000	36,000
46,409	IR35 Employees	0	0	0
5,589	Employee Retirement Costs	0	0	0
1,814	Employee Insurance Costs	1,814	1,814	1,814
38,662	Other Training Expenses	41,877	34,877	34,877
	<b><u>Premises Related Expenses</u></b>			
16,172	Repairs and Maintenance	15,500	10,500	10,500
1,010	Direct Service Charge-Ground Maintenance	1,855	1,000	2,043
13,408	Energy Costs	13,500	13,500	15,500
86,409	Rents & Rates	85,588	86,409	84,704
3,835	Water & Sewerage	7,000	3,500	3,500
20	Cleaning & Domestic Services	570	250	250
8,225	Direct Service Charge-Cleaning	8,307	8,307	8,473
86,297	Direct Service Charge-Caretaking	87,095	87,095	88,974
16,193	Premises Insurance	16,193	16,193	16,193
	<b><u>Transport Related Expenses</u></b>			
144	Direct Transport Costs	500	500	1,050
2,410,714	External Transport Hire & Contracts	2,510,150	2,495,850	2,564,700
22,816	Travel Expenses	62,727	55,677	54,211
	<b><u>Supplies and Services</u></b>			
23,051	Equipment	19,578	16,877	13,273
1,434	Furniture	4,000	2,500	2,450
5,587	Books, Publications & Literature	11,700	10,700	12,450
10,754	Materials	9,550	9,000	11,650
2,540	Catering Costs	8,650	6,850	6,350
2,644	Direct Service Charge-Catering	0	0	0
1,486	Clothing,Uniforms and Laundry	0	0	70
1,861	Printing and Reprographics	17,290	12,835	13,385
1,024	Direct Service Charge - Graphic Design Costs	0	0	0
8,494	Stationery and Office Expenses	6,955	6,955	9,705
372	Postage	4,556	4,156	4,006
5,972	Telephones	11,429	11,014	9,272
45,046	Hardware, Software & Other Computing	55,045	49,737	52,677
0	Legal Fees	4,000	4,000	4,000
85	Medical Fees	0	0	0
33,930	Other Professional Fees	92,473	79,973	77,675
581,876	Exam & Course Fees (incl. students & clients)	662,000	607,000	480,000
4,340	Education,Leisure Activities & Entertainments	10,500	6,700	13,500
11,181	Direct Service Charge-Security	11,292	11,292	12,226
401	Premises & Room Hire	17,600	17,600	17,600
-3,000	Professional Meetings	0	0	0

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
24,245	Subscriptions	0	0	0
3,907	Insurances	5,743	5,743	5,743
315	Licenses	402	318	325
	<b><u>Third Party Payments</u></b>			
3,146	Direct Service Charge-Cleansing	3,177	3,177	3,256
63,684	3rd Party Payments to Private Contractors	66,866	66,866	66,878
	<b><u>Transfer Payments</u></b>			
108	Client Personal Allowances	0	0	0
-310	Direct Payments to Social Care Clients	0	0	0
	<b><u>Support Services</u></b>			
747,466	Internal Recharges and Transfers	733,800	864,233	1,064,787
85,785	Central Premises Recharges	39,146	39,146	55,510
	<b><u>Capital Charges and Financing Costs</u></b>			
52,200	Non-current Assets Depreciation & Amortisation	52,200	52,200	52,200
<b><u>8,691,578</u></b>	<b><u>Expenditure</u></b>	<b><u>9,540,446</u></b>	<b><u>9,179,295</u></b>	<b><u>9,755,687</u></b>
	<b><u>INCOME</u></b>			
-336,347	Balance B/F	-336,347	-147,258	-181,357
	<b><u>External Grants and Reimbursements</u></b>			
-3,418,179	Grants and Subsidies	-3,617,234	-3,613,790	-3,599,792
-30	Reimbursements and Contributions	-1,800	0	0
	<b><u>Customer and Client Receipts</u></b>			
-284,685	Sales, Fees and Charges	-364,755	-316,070	-365,000
	<b><u>Support Services</u></b>			
-928,309	Internal Recharges and Transfers-Revenue	-1,122,615	-992,615	-1,182,000
<b><u>-4,967,550</u></b>	<b><u>Income</u></b>	<b><u>-5,442,751</u></b>	<b><u>-5,069,733</u></b>	<b><u>-5,328,149</u></b>
<b><u>3,724,028</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>4,097,695</u></b>	<b><u>4,109,562</u></b>	<b><u>4,427,538</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>OTHER STRATEGIC FUNCTIONS</u></b>			
	<b><u>ACCESS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
381,274	Non-Teachers Pay	393,921	370,054	340,350
25	IR35 Employees	0	0	0
51,915	Employee Retirement Costs	0	0	0
257	Employee Insurance Costs	257	257	257
	<b><u>Premises Related Expenses</u></b>			
0	Repairs and Maintenance	1,919	1,919	2,258
1,623	Direct Service Charge-Ground Maintenance	1,639	1,639	3,169
0	Energy Costs	0	134	4,000
13,312	Rents & Rates	0	0	14,000
0	Water & Sewerage	876	876	1,000
0	Direct Service Charge-Caretaking	0	0	16,592
	<b><u>Transport Related Expenses</u></b>			
1,217	Travel Expenses	2,200	2,200	2,200
	<b><u>Supplies and Services</u></b>			
0	Equipment	700	700	700
0	Books, Publications & Literature	100	100	100
25	Materials	0	0	0
0	Catering Costs	900	900	900
477	Printing and Reprographics	3,975	3,975	3,975
2,318	Direct Service Charge - Graphic Design Costs	0	0	0
67	Stationery and Office Expenses	0	0	0
0	Postage	150	150	150
117	Telephones	10,723	10,723	1,950
3,844	Hardware, Software & Other Computing	4,300	4,300	4,300
6,307	Direct Service Charge-Security	6,370	6,370	7,289
0	Premises & Room Hire	150	150	150
889	Professional Meetings	1,000	1,000	1,000
434	Insurances	434	434	434
200	Advertising, Promotion & Notices	0	0	0
	<b><u>Support Services</u></b>			
74,056	Internal Recharges and Transfers	99,777	99,777	122,904
80,866	Central Premises Recharges	34,121	34,121	46,105
<b><u>619,223</u></b>	<b><u>Expenditure</u></b>	<b><u>563,512</u></b>	<b><u>539,779</u></b>	<b><u>573,783</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-324,080	Grants and Subsidies	-335,182	-335,182	-335,000
	<b><u>Customer and Client Receipts</u></b>			
5,685	Rents	0	0	0
<b><u>-318,395</u></b>	<b><u>Income</u></b>	<b><u>-335,182</u></b>	<b><u>-335,182</u></b>	<b><u>-335,000</u></b>
<b><u>300,827</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>228,330</u></b>	<b><u>204,597</u></b>	<b><u>238,783</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>OTHER STRATEGIC FUNCTIONS</u></b>			
	<b><u>LOCAL AUTHORITY EDUCATION FUNCTIONS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
501,379	Employee Retirement Costs	525,912	525,912	513,912
11,152	Employee Insurance Costs	0	0	0
	<b><u>Premises Related Expenses</u></b>			
23,742	Premises Insurance	0	0	0
	<b><u>Supplies and Services</u></b>			
20	Equipment	0	0	0
333	Materials	0	0	0
315	Catering Costs	0	0	0
12	Printing and Reprographics	0	0	0
3	Direct Service Charge - Graphic Design Costs	0	0	0
39	Stationery and Office Expenses	0	0	0
10,827	Insurances	201	201	201
	<b><u>Support Services</u></b>			
-3,012	Internal Recharges and Transfers	26,378	26,378	31,625
1,635	Central Premises Recharges	237	237	308
<u>546,447</u>	<u>Expenditure</u>	<u>552,728</u>	<u>552,728</u>	<u>546,046</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-33,703	Grants and Subsidies	-30,000	-30,000	-30,000
<u>-33,703</u>	<u>Income</u>	<u>-30,000</u>	<u>-30,000</u>	<u>-30,000</u>
<u>512,744</u>	<u>NET EXPENDITURE</u>	<u>522,728</u>	<u>522,728</u>	<u>516,046</u>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>OTHER STRATEGIC FUNCTIONS</u></b>				
<b><u>MUSIC SERVICE</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
464,546	Non-Teachers Pay	442,820	442,820	559,772
6,342	IR35 Employees	0	0	0
0	Internal Training Costs	1,560	1,560	1,560
0	Other Training Expenses	800	800	800
<b><u>Premises Related Expenses</u></b>				
3,290	Direct Service Charge-Cleaning	3,323	3,323	0
<b><u>Transport Related Expenses</u></b>				
52	External Transport Hire & Contracts	550	550	550
2,600	Travel Expenses	5,600	5,600	4,600
<b><u>Supplies and Services</u></b>				
38,842	Equipment	22,810	22,810	22,810
425	Furniture	0	0	0
556	Books, Publications & Literature	2,800	2,800	2,800
75	Materials	600	600	600
0	Catering Costs	150	150	150
989	Printing and Reprographics	2,200	2,200	2,200
1,119	Direct Service Charge - Graphic Design Costs	530	530	530
249	Stationery and Office Expenses	1,000	1,000	1,000
2,367	Telephones	250	250	250
6,910	Hardware, Software & Other Computing	3,950	3,950	1,645
32,189	Other Professional Fees	59,880	59,880	40,120
0	Exam & Course Fees (incl. students & clients)	7,089	7,089	5,591
17,263	Education,Leisure Activities & Entertainments	10,988	10,988	5,988
17,958	Premises & Room Hire	7,500	7,500	7,500
0	Professional Meetings	25	25	25
850	Advertising, Promotion & Notices	0	0	0
<b><u>Third Party Payments</u></b>				
74	Direct Service Charge-Cleansing	0	0	0
<b><u>596,693</u></b>	<b><u>Expenditure</u></b>	<b><u>574,425</u></b>	<b><u>574,425</u></b>	<b><u>658,491</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-298,649	Grants and Subsidies	-255,965	-255,965	-255,965
-41,652	Reimbursements and Contributions	-23,887	-23,887	-23,250
<b><u>Customer and Client Receipts</u></b>				
53,715	Sales, Fees and Charges	-65,895	-65,895	-150,276
<b><u>Support Services</u></b>				
-208,601	Internal Recharges and Transfers-Revenue	-228,678	-228,678	-229,000
<b><u>-495,186</u></b>	<b><u>Income</u></b>	<b><u>-574,425</u></b>	<b><u>-574,425</u></b>	<b><u>-658,491</u></b>
<b><u>101,507</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**EDUCATION, SKILLS AND BUSINESS**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>OTHER STRATEGIC FUNCTIONS</u></b>			
	<b><u>ECONOMIC DEVELOPMENT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
564,089	Non-Teachers Pay	485,199	525,991	410,902
6,233	Other Training Expenses	6,000	6,000	6,000
	<b><u>Premises Related Expenses</u></b>			
0	Direct Service Charge-Ground Maintenance	0	800	0
	<b><u>Transport Related Expenses</u></b>			
2,424	Travel Expenses	16,000	16,000	16,000
	<b><u>Supplies and Services</u></b>			
6,052	Equipment	16,080	16,580	16,080
450	Books, Publications & Literature	0	0	0
0	Materials	0	50	0
408	Catering Costs	0	0	0
153	Clothing,Uniforms and Laundry	0	0	0
194	Printing and Reprographics	0	10	0
799	Direct Service Charge - Graphic Design Costs	0	550	0
21	Stationery and Office Expenses	0	350	0
49	Postage	0	0	0
1,375	Telephones	0	100	0
24,788	Hardware, Software & Other Computing	0	0	0
118	Medical Fees	0	0	0
449	Other Professional Fees	0	249,780	0
21	Exam & Course Fees (incl. students & clients)	2,500	2,500	2,500
42	Other Supplies & Services	0	0	0
-140	Grants to Third Parties	0	0	0
0	Subscriptions	0	800	0
7,937	Advertising, Promotion & Notices	0	3,208	0
	<b><u>Third Party Payments</u></b>			
1,000	3rd Party Payments to Other Local Authorities	0	0	0
3,071	Voluntary & Independent Sector Payments	0	0	0
16,622	3rd Party Payments to Private Contractors	725,289	757,289	725,289
	<b><u>Transfer Payments</u></b>			
67	Client Personal Allowances	0	0	0
<b><u>636,222</u></b>	<b><u>Expenditure</u></b>	<b><u>1,251,068</u></b>	<b><u>1,580,008</u></b>	<b><u>1,176,771</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-329,413	Grants and Subsidies	-1,033,181	-1,033,181	-1,033,181
-153,053	Reimbursements and Contributions	0	-36,940	0
<b><u>-482,466</u></b>	<b><u>Income</u></b>	<b><u>-1,033,181</u></b>	<b><u>-1,070,121</u></b>	<b><u>-1,033,181</u></b>
<b><u>153,756</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>217,887</u></b>	<b><u>509,887</u></b>	<b><u>143,590</u></b>





# **Children and Young People**

**CHILDREN & YOUNG PEOPLE**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b>EARLY YEARS</b>				
2,852,881	CHILDREN'S CENTRES	2,104,458	2,109,394	1,467,321
<u>2,852,881</u>		<u>2,104,458</u>	<u>2,109,394</u>	<u>1,467,321</u>
<b>CHILDRENS SOCIAL CARE - SERVICE STRATEGY</b>				
86,710	SERVICE STRATEGY	139,944	139,944	99,237
350,287	CENTRAL COMMISSIONING FUNCTION	226,583	226,583	243,225
<u>436,996</u>		<u>366,527</u>	<u>366,527</u>	<u>342,462</u>
<b>COMMISSIONING AND SOCIAL WORK</b>				
9,299,599	COMMISSIONING AND SOCIAL WORK	9,316,290	9,186,139	10,140,443
<u>9,299,599</u>		<u>9,316,290</u>	<u>9,186,139</u>	<u>10,140,443</u>
<b>CHILDREN LOOKED AFTER</b>				
4,564,596	RESIDENTIAL CARE	5,218,544	5,211,528	5,933,663
11,550,749	FOSTERING SERVICES	11,156,310	11,148,310	12,184,401
45,994	ADVOCACY SERVICES FOR CHILDREN LOOKED AFTER	50,000	50,000	50,000
5,768,336	LEAVING CARE SERVICES	5,477,552	5,477,552	5,380,390
1,748,207	ADOPTION SERVICES	1,594,136	1,592,136	1,798,743
2,239,207	SPECIAL GUARDIANSHIP SUPPORT	2,032,216	2,032,216	2,834,865
<u>25,917,089</u>		<u>25,528,758</u>	<u>25,511,742</u>	<u>28,182,062</u>
<b>FAMILY SUPPORT SERVICES</b>				
640,268	DIRECT PAYMENTS	662,603	662,603	686,502
665,545	HOME CARE	650,476	650,476	767,849
1,611,541	OTHER FAMILY SUPPORT SERVICES	1,693,834	1,721,356	1,899,356
525,296	SHORT BREAKS FOR DISABLED CHILDREN	585,923	582,632	713,393
<u>3,442,651</u>		<u>3,592,836</u>	<u>3,617,067</u>	<u>4,067,100</u>
<b>YOUTH JUSTICE</b>				
566,786	YOUTH OFFENDER TEAMS	520,546	516,546	558,103
<u>566,786</u>		<u>520,546</u>	<u>516,546</u>	<u>558,103</u>
<b>ASYLUM SEEKERS</b>				
55,208	UNACCOMPANIED CHILDREN	0	0	0
<u>55,208</u>		<u>0</u>	<u>0</u>	<u>0</u>
<b>CHILDREN AND YOUNG PEOPLE'S SAFETY</b>				
1,744,020	LA FUNCTIONS IN RELATION TO CHILD PROTECTION	1,831,585	1,827,585	1,947,509
110,000	LOCAL SAFEGUARDING CHILDREN BOARD	113,000	113,000	152,000
<u>1,854,020</u>		<u>1,944,585</u>	<u>1,940,585</u>	<u>2,099,509</u>
<b>MANAGEMENT &amp; SUPPORT SERVICE COSTS</b>				
0	DIRECTORATE - EARLY YEARS/YOUNG PEOPLES SERVI	0	0	0
0	DIRECTORATE - SCHOOLS & LIFELONG LEARNING	0	0	0
0	FINANCIAL SERVICES-ACCOUNTANCY & BUS.SUPPORT	0	0	0
0	ADMIN SERVICES & DEPARTMENTAL SUPPORT	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
<u>44,425,229</u>	<b>Net Expenditure</b>	<u>43,374,000</u>	<u>43,248,000</u>	<u>46,857,000</u>

**CHILDREN & YOUNG PEOPLE**  
**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>EXPENDITURE</b>			
	<b>Balance C/F</b>			
	<b>Employees</b>			
14,820,365	Non-Teachers Pay	17,901,459	17,086,341	17,291,323
2,123,204	Agency Staff	0	0	0
124,552	IR35 Employees	6,667	24,667	6,667
12,545	Employee Recruitment Costs	1,751	1,751	1,751
307,064	Employee Retirement Costs	0	0	0
6,741	Employee Insurance Costs	7,203	7,203	7,203
365	Internal Training Costs	5,150	5,150	5,150
83,946	Other Training Expenses	62,152	71,152	69,152
	<b>Premises Related Expenses</b>			
32,065	Repairs and Maintenance	21,185	21,185	20,803
7,091	Direct Service Charge-Ground Maintenance	7,382	7,382	7,567
26,646	Energy Costs	34,050	34,050	48,955
420,532	Rents & Rates	260,318	260,318	280,916
15,507	Water & Sewerage	17,022	17,022	17,022
850	Fixtures & Fittings	2,590	2,590	2,590
1,770	Cleaning & Domestic Services	3,110	3,110	3,110
2,505	Direct Service Charge-Cleaning	2,530	2,530	2,593
132,501	Direct Service Charge-Caretaking	133,691	133,691	137,034
45,156	Premises Insurance	45,156	45,156	45,156
	<b>Transport Related Expenses</b>			
1,901	Direct Transport Costs	500	500	500
16,010	Direct Service Charge-Pooled Transport Costs	18,815	16,331	17,358
21,771	External Transport Hire & Contracts	43,169	43,169	42,239
261,100	Travel Expenses	434,244	418,144	416,144
	<b>Supplies and Services</b>			
60,249	Equipment	101,656	101,768	97,674
2,416	Furniture	31,430	31,430	30,840
981	Books, Publications & Literature	9,778	9,778	8,978
17,607	Materials	12,712	12,712	8,062
567,613	Catering Costs	51,132	51,132	49,511
1,296	Clothing,Uniforms and Laundry	1,700	1,590	900
7,432	Printing and Reprographics	79,434	79,284	18,934
3,924	Direct Service Charge - Graphic Design Costs	1,000	1,000	500
11,655	Stationery and Office Expenses	25,651	25,651	7,611
31,020	Postage	53,800	53,800	28,700
73,193	Telephones	47,226	47,076	44,406
508,760	Hardware, Software & Other Computing	303,946	323,736	300,953
617,714	Legal Fees	370,000	370,000	770,500
6,967	Medical Fees	18,100	18,100	14,500
4,500	Consultants	0	0	0
1,277,586	Other Professional Fees	432,736	435,166	562,005
39,108	Education,Leisure Activities & Entertainments	28,553	28,553	23,746
33,089	Direct Service Charge-Security	33,420	33,420	34,256
2,845	Premises & Room Hire	6,422	6,422	5,772
1,186	Professional Meetings	12,300	12,300	12,000

**CHILDREN & YOUNG PEOPLE  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
8,829	Grants to Third Parties	0	0	0
39,870	Subscriptions	27,070	26,570	10,070
10,776	Insurances	9,761	9,761	11,261
328	Advertising, Promotion & Notices	24,355	24,355	24,355
315	Licenses	1,370	1,370	1,380
	<b><u>Third Party Payments</u></b>			
357,633	3rd Party Payments to Other Local Authorities	287,654	295,654	318,627
13,352,991	3rd Party Payments to Care Providers	12,257,579	12,265,095	13,290,988
186,219	Voluntary & Independent Sector Payments	272,407	272,407	272,407
13,126,099	Fostering Payments	12,692,846	12,692,846	14,043,006
170	Direct Service Charge-Civil Engineering	0	0	0
9,417	Direct Service Charge-Cleansing	8,593	8,593	8,808
710,523	3rd Party Payments to Private Contractors	883,100	883,100	859,741
	<b><u>Transfer Payments</u></b>			
1,106	Client Personal Allowances	1,590	1,590	1,630
677,501	Direct Payments to Social Care Clients	708,332	708,332	654,446
401,200	Benefits	0	0	0
	<b><u>Support Services</u></b>			
3,557,407	Internal Recharges and Transfers	3,964,978	4,646,757	4,480,525
598,364	Central Premises Recharges	667,760	667,760	730,463
	<b><u>Capital Charges and Financing Costs</u></b>			
0	Revenue Expend Financed By Capital	90,000	85,000	30,000
238,465	Non-current Assets Depreciation & Amortisation	238,465	246,575	242,285
-87,370	Impairment & Revaluation Losses	0	0	0
<b><u>54,923,170</u></b>	<b><u>Expenditure</u></b>	<b><u>52,765,000</u></b>	<b><u>52,680,125</u></b>	<b><u>55,423,073</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-6,532,115	Grants and Subsidies	-5,231,695	-5,271,812	-5,187,553
-997,058	Reimbursements and Contributions	-981,221	-981,221	-810,748
	<b><u>Customer and Client Receipts</u></b>			
-3,050	Sales, Fees and Charges	-10,363	-8,000	0
-22,500	Rents	-47,907	-47,907	-23,625
	<b><u>Other Income</u></b>			
-43	Interest	0	0	0
	<b><u>Support Services</u></b>			
-2,943,177	Internal Recharges and Transfers-Revenue	-3,119,814	-3,123,185	-2,544,147
<b><u>-10,497,942</u></b>	<b><u>Income</u></b>	<b><u>-9,391,000</u></b>	<b><u>-9,432,125</u></b>	<b><u>-8,566,073</u></b>
<b><u>44,425,229</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>43,374,000</u></b>	<b><u>43,248,000</u></b>	<b><u>46,857,000</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>EARLY YEARS</u></b>			
	<b><u>CHILDREN'S CENTRES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,734,706	Non-Teachers Pay	1,519,905	1,482,846	951,510
150,511	Agency Staff	0	0	0
79,219	Employee Retirement Costs	0	0	0
1,917	Employee Insurance Costs	1,917	1,917	1,917
95	Internal Training Costs	0	0	0
32,957	Other Training Expenses	7,359	7,359	7,359
	<b><u>Premises Related Expenses</u></b>			
28,730	Repairs and Maintenance	20,535	20,535	20,253
7,091	Direct Service Charge-Ground Maintenance	6,697	6,697	6,865
24,819	Energy Costs	30,300	30,300	45,025
416,528	Rents & Rates	165,575	165,575	190,523
14,100	Water & Sewerage	15,022	15,022	15,022
1,770	Cleaning & Domestic Services	2,810	2,810	2,810
132,501	Direct Service Charge-Caretaking	133,691	133,691	137,034
45,156	Premises Insurance	45,156	45,156	45,156
	<b><u>Transport Related Expenses</u></b>			
52	External Transport Hire & Contracts	0	0	0
31,288	Travel Expenses	38,707	38,107	38,707
	<b><u>Supplies and Services</u></b>			
18,154	Equipment	8,153	8,753	8,153
50	Furniture	4,000	4,000	4,000
557	Books, Publications & Literature	6,176	6,176	6,176
7,823	Materials	4,974	4,974	4,974
1,702	Catering Costs	2,800	2,800	2,800
100	Clothing,Uniforms and Laundry	0	0	0
2,535	Printing and Reprographics	6,411	6,411	6,411
167	Direct Service Charge - Graphic Design Costs	0	0	0
2,897	Stationery and Office Expenses	2,686	2,686	2,686
18	Postage	1,000	1,000	1,000
17,379	Telephones	15,735	15,735	15,735
37,630	Hardware, Software & Other Computing	21,693	21,390	21,390
15	Medical Fees	0	0	0
12,638	Other Professional Fees	3,247	3,247	3,247
582	Education,Leisure Activities & Entertainments	950	950	950
17,726	Direct Service Charge-Security	17,904	17,904	18,351
15	Professional Meetings	0	0	0
1,262	Insurances	1,262	1,262	1,262
0	Advertising, Promotion & Notices	1,000	1,000	1,000
0	Licenses	1,200	1,200	1,200
	<b><u>Third Party Payments</u></b>			
9,889	Voluntary & Independent Sector Payments	15,000	15,000	15,000
97	Direct Service Charge-Civil Engineering	0	0	0
5,745	Direct Service Charge-Cleansing	5,802	5,802	5,947
57,083	3rd Party Payments to Private Contractors	30,000	30,000	2,000

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>Support Services</u></b>			
296,200	Internal Recharges and Transfers	339,253	372,615	396,312
9,394	Central Premises Recharges	2,759	2,759	2,969
	<b><u>Capital Charges and Financing Costs</u></b>			
148,266	Non-current Assets Depreciation & Amortisation	148,266	157,202	157,202
<u>3,349,364</u>	<u>Expenditure</u>	<u>2,627,945</u>	<u>2,632,881</u>	<u>2,140,946</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-388,330	Grants and Subsidies	-377,328	-377,328	-470,000
-5,150	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
0	Sales, Fees and Charges	-8,000	-8,000	0
-22,500	Rents	-47,907	-47,907	-23,625
	<b><u>Support Services</u></b>			
-80,504	Internal Recharges and Transfers-Revenue	-90,252	-90,252	-180,000
<u>-496,484</u>	<u>Income</u>	<u>-523,487</u>	<u>-523,487</u>	<u>-673,625</u>
<u>2,852,881</u>	<u>NET EXPENDITURE</u>	<u>2,104,458</u>	<u>2,109,394</u>	<u>1,467,321</u>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CHILDRENS SOCIAL CARE - SERVICE STRATEGY</u></b>			
	<b><u>SERVICE STRATEGY</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Support Services</u></b>			
86,710	Internal Recharges and Transfers	139,944	139,944	99,237
<u>86,710</u>	<u>Expenditure</u>	<u>139,944</u>	<u>139,944</u>	<u>99,237</u>
<u>86,710</u>	<u>NET EXPENDITURE</u>	<u>139,944</u>	<u>139,944</u>	<u>99,237</u>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CHILDRENS SOCIAL CARE - SERVICE STRATEGY</u></b>			
	<b><u>CENTRAL COMMISSIONING FUNCTION</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
189,042	Non-Teachers Pay	242,701	242,701	259,343
139,943	Employee Retirement Costs	0	0	0
	<b><u>Transport Related Expenses</u></b>			
557	Travel Expenses	2,882	2,882	2,882
	<b><u>Supplies and Services</u></b>			
686	Direct Service Charge - Graphic Design Costs	0	0	0
470	Telephones	0	0	0
2,805	Hardware, Software & Other Computing	0	0	0
13	Medical Fees	0	0	0
29	Professional Meetings	0	0	0
	<b><u>Third Party Payments</u></b>			
35,742	3rd Party Payments to Private Contractors	0	0	0
<b><u>369,287</u></b>	<b><u>Expenditure</u></b>	<b><u>245,583</u></b>	<b><u>245,583</u></b>	<b><u>262,225</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-19,000	Internal Recharges and Transfers-Revenue	-19,000	-19,000	-19,000
<b><u>-19,000</u></b>	<b><u>Income</u></b>	<b><u>-19,000</u></b>	<b><u>-19,000</u></b>	<b><u>-19,000</u></b>
<b><u>350,287</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>226,583</u></b>	<b><u>226,583</u></b>	<b><u>243,225</u></b>



**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>COMMISSIONING AND SOCIAL WORK</u></b>				
<b><u>COMMISSIONING AND SOCIAL WORK</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
6,268,868	Non-Teachers Pay	7,530,540	7,424,749	8,051,234
1,559,103	Agency Staff	0	0	0
0	Employee Recruitment Costs	1,751	1,751	1,751
67,888	Employee Retirement Costs	0	0	0
2,958	Employee Insurance Costs	2,958	2,958	2,958
270	Internal Training Costs	5,000	5,000	5,000
19,639	Other Training Expenses	45,789	45,789	45,789
<b><u>Premises Related Expenses</u></b>				
46	Repairs and Maintenance	0	0	0
1,727	Energy Costs	3,000	3,000	3,400
3,992	Rents & Rates	3,243	3,243	3,243
1,406	Water & Sewerage	2,000	2,000	2,000
2,505	Direct Service Charge-Cleaning	2,530	2,530	2,593
<b><u>Transport Related Expenses</u></b>				
1,632	Direct Transport Costs	0	0	0
0	Direct Service Charge-Pooled Transport Costs	200	200	205
3,408	External Transport Hire & Contracts	0	0	0
150,766	Travel Expenses	214,872	214,872	214,872
<b><u>Supplies and Services</u></b>				
5,623	Equipment	2,325	2,325	2,325
229	Furniture	0	0	0
0	Books, Publications & Literature	850	850	850
405	Catering Costs	492	492	492
2,151	Printing and Reprographics	725	725	725
306	Direct Service Charge - Graphic Design Costs	0	0	0
5,701	Stationery and Office Expenses	0	0	0
30,600	Telephones	12,451	12,451	12,451
94,950	Hardware, Software & Other Computing	5,516	5,213	5,213
34	Medical Fees	0	0	0
50,732	Other Professional Fees	30,184	30,184	137,131
0	Education,Leisure Activities & Entertainments	7,500	7,500	7,500
3,930	Direct Service Charge-Security	3,969	3,969	4,068
695	Premises & Room Hire	0	0	0
742	Professional Meetings	0	0	0
1,734	Insurances	1,734	1,734	1,734
80	Advertising, Promotion & Notices	0	0	0
<b><u>Third Party Payments</u></b>				
5,619	3rd Party Payments to Other Local Authorities	0	8,000	0
33,000	3rd Party Payments to Private Contractors	33,000	33,000	33,000
<b><u>Support Services</u></b>				
1,111,926	Internal Recharges and Transfers	1,321,855	1,289,798	1,512,964
277,880	Central Premises Recharges	421,368	421,368	461,308
<b><u>9,710,545</u></b>	<b><u>Expenditure</u></b>	<b><u>9,653,852</u></b>	<b><u>9,523,701</u></b>	<b><u>10,512,806</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>	<b>INCOME</b>	<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>External Grants and Reimbursements</u></b>			
-39,434	Grants and Subsidies	-24,228	-24,228	-24,228
-280,509	Reimbursements and Contributions	-235,757	-235,757	-262,527
	<b><u>Support Services</u></b>			
-91,003	Internal Recharges and Transfers-Revenue	-77,577	-77,577	-85,608
<u>-410,946</u>	<u>Income</u>	<u>-337,562</u>	<u>-337,562</u>	<u>-372,363</u>
<u>9,299,599</u>	<u>NET EXPENDITURE</u>	<u>9,316,290</u>	<u>9,186,139</u>	<u>10,140,443</u>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>CHILDREN LOOKED AFTER</u></b>				
<b><u>RESIDENTIAL CARE</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
501,095	Non-Teachers Pay	1,155,332	1,155,332	748,067
7,751	Agency Staff	0	0	0
6,178	IR35 Employees	0	0	0
257	Employee Insurance Costs	257	257	257
4,063	Other Training Expenses	0	0	0
<b><u>Premises Related Expenses</u></b>				
0	Rents & Rates	45,000	45,000	45,000
<b><u>Transport Related Expenses</u></b>				
92	Direct Transport Costs	0	0	0
5,144	Direct Service Charge-Pooled Transport Costs	8,532	7,823	8,190
238	External Transport Hire & Contracts	970	970	990
177	Travel Expenses	10,000	10,000	10,000
<b><u>Supplies and Services</u></b>				
3,647	Equipment	48,170	48,170	48,250
50	Furniture	0	0	0
671	Materials	170	170	170
13,421	Catering Costs	19,910	19,910	20,410
10	Clothing,Uniforms and Laundry	0	0	0
205	Printing and Reprographics	0	0	0
316	Stationery and Office Expenses	530	530	540
20	Postage	0	0	0
3,440	Telephones	1,060	1,060	1,090
5,054	Hardware, Software & Other Computing	8,100	8,100	8,100
4,975	Other Professional Fees	5,191	5,191	5,191
4,173	Education,Leisure Activities & Entertainments	4,210	4,210	4,310
2,452	Direct Service Charge-Security	2,477	2,477	2,539
4	Professional Meetings	0	0	0
1,044	Insurances	1,044	1,044	1,044
158	Licenses	170	170	180
<b><u>Third Party Payments</u></b>				
7,589,460	3rd Party Payments to Care Providers	7,322,893	7,322,893	8,370,966
3,471	Fostering Payments	6,040	6,040	6,200
821	Direct Service Charge-Cleansing	829	829	850
<b><u>Transfer Payments</u></b>				
801	Client Personal Allowances	1,590	1,590	1,630
<b><u>Support Services</u></b>				
361,399	Internal Recharges and Transfers	382,017	380,017	432,445
31,125	Central Premises Recharges	20,397	20,397	21,969
<b><u>Capital Charges and Financing Costs</u></b>				
7,548	Non-current Assets Depreciation & Amortisation	7,548	3,241	3,241
-87,370	Impairment & Revaluation Losses	0	0	0
<b>8,471,886</b>	<b>Expenditure</b>	<b>9,052,437</b>	<b>9,045,421</b>	<b>9,741,629</b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>	<b>INCOME</b>	<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>	<b><u>External Grants and Reimbursements</u></b>	<b>£</b>	<b>£</b>	<b>£</b>
-3,682,025	Grants and Subsidies	-3,678,000	-3,678,000	-3,678,000
-211,114	Reimbursements and Contributions	-155,893	-155,893	-129,966
	<b><u>Support Services</u></b>			
-14,152	Internal Recharges and Transfers-Revenue	0	0	0
<b><u>-3,907,290</u></b>	<b><u>Income</u></b>	<b><u>-3,833,893</u></b>	<b><u>-3,833,893</u></b>	<b><u>-3,807,966</u></b>
<b><u>4,564,596</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>5,218,544</u></b>	<b><u>5,211,528</u></b>	<b><u>5,933,663</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CHILDREN LOOKED AFTER FOSTERING SERVICES EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
681,046	Non-Teachers Pay	693,529	693,529	807,161
88,762	Agency Staff	0	0	0
18,146	IR35 Employees	6,667	6,667	6,667
125	Employee Retirement Costs	0	0	0
445	Employee Insurance Costs	445	445	445
	<b><u>Transport Related Expenses</u></b>			
15	Direct Transport Costs	0	0	0
0	Direct Service Charge-Pooled Transport Costs	406	406	416
25	External Transport Hire & Contracts	327	327	327
17,237	Travel Expenses	26,129	26,129	26,129
	<b><u>Supplies and Services</u></b>			
1,853	Equipment	15,112	15,112	15,112
409	Furniture	0	0	0
22	Books, Publications & Literature	1,000	1,000	1,000
0	Materials	968	968	968
124	Printing and Reprographics	1,256	1,256	1,256
1,080	Direct Service Charge - Graphic Design Costs	0	0	0
-343	Stationery and Office Expenses	0	0	0
2,423	Telephones	4,377	4,377	4,377
26,258	Hardware, Software & Other Computing	0	0	0
617,714	Legal Fees	370,000	370,000	770,500
2,348	Medical Fees	7,000	7,000	7,500
190,531	Other Professional Fees	211,153	211,153	214,153
0	Education,Leisure Activities & Entertainments	1,319	1,319	1,319
5,180	Direct Service Charge-Security	5,231	5,231	5,363
23	Professional Meetings	0	0	0
2,557	Insurances	2,557	2,557	2,557
100	Advertising, Promotion & Notices	22,355	22,355	22,355
	<b><u>Third Party Payments</u></b>			
8,877	3rd Party Payments to Other Local Authorities	0	0	0
9,349,638	Fostering Payments	9,148,000	9,148,000	9,599,000
87	Direct Service Charge-Cleansing	0	0	0
	<b><u>Transfer Payments</u></b>			
70	Client Personal Allowances	0	0	0
	<b><u>Support Services</u></b>			
475,079	Internal Recharges and Transfers	504,961	501,961	620,221
92,298	Central Premises Recharges	43,518	43,518	47,575
	<b><u>Capital Charges and Financing Costs</u></b>			
0	Revenue Expend Financed By Capital	90,000	85,000	30,000
<b><u>11,582,130</u></b>	<b><u>Expenditure</u></b>	<b><u>11,156,310</u></b>	<b><u>11,148,310</u></b>	<b><u>12,184,401</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-31,381	Reimbursements and Contributions	0	0	0
<b><u>-31,381</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<u>11,550,749</u>	<u>NET EXPENDITURE</u>	<u>11,156,310</u>	<u>11,148,310</u>	<u>12,184,401</u>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CHILDREN LOOKED AFTER</u></b>			
	<b><u>ADVOCACY SERVICES FOR CHILDREN LOOKED AFTER</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
45,994	3rd Party Payments to Private Contractors	50,000	50,000	50,000
<u>45,994</u>	<u>Expenditure</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
<u>45,994</u>	<u>NET EXPENDITURE</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CHILDREN LOOKED AFTER LEAVING CARE SERVICES EXPENDITURE</u></b>			
	<b><u>Transport Related Expenses</u></b>			
125	External Transport Hire & Contracts	0	0	0
793	Travel Expenses	0	0	0
	<b><u>Supplies and Services</u></b>			
3,241	Other Professional Fees	25,000	25,000	26,000
720	Education,Leisure Activities & Entertainments	0	0	0
1,999	Direct Service Charge-Security	2,019	2,019	2,069
948	Insurances	948	948	948
	<b><u>Third Party Payments</u></b>			
110	3rd Party Payments to Other Local Authorities	0	0	0
4,957,259	3rd Party Payments to Care Providers	4,505,548	4,513,064	4,375,064
812,450	Fostering Payments	956,806	956,806	980,806
	<b><u>Support Services</u></b>			
145,886	Internal Recharges and Transfers	148,260	148,260	164,040
6,159	Central Premises Recharges	325	325	333
<b><u>5,929,690</u></b>	<b><u>Expenditure</u></b>	<b><u>5,638,906</u></b>	<b><u>5,646,422</u></b>	<b><u>5,549,260</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-161,354	Grants and Subsidies	-161,354	-168,870	-168,870
<b><u>-161,354</u></b>	<b><u>Income</u></b>	<b><u>-161,354</u></b>	<b><u>-168,870</u></b>	<b><u>-168,870</u></b>
<b><u>5,768,336</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>5,477,552</u></b>	<b><u>5,477,552</u></b>	<b><u>5,380,390</u></b>



**CHILDREN & YOUNG PEOPLE**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CHILDREN LOOKED AFTER</u></b>			
	<b><u>ADOPTION SERVICES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
310,610	Non-Teachers Pay	509,978	509,978	583,055
131,088	Agency Staff	0	0	0
150	Employee Retirement Costs	0	0	0
154	Employee Insurance Costs	154	154	154
	<b><u>Transport Related Expenses</u></b>			
32	Direct Transport Costs	0	0	0
74	External Transport Hire & Contracts	0	0	0
10,108	Travel Expenses	11,818	11,818	11,818
	<b><u>Supplies and Services</u></b>			
0	Equipment	200	200	200
44	Books, Publications & Literature	0	0	0
121	Printing and Reprographics	0	0	0
276	Direct Service Charge - Graphic Design Costs	0	0	0
0	Stationery and Office Expenses	35	35	35
842	Telephones	177	177	177
1,818	Hardware, Software & Other Computing	0	0	0
184,372	Other Professional Fees	4,588	4,588	4,588
100	Premises & Room Hire	0	0	0
103	Professional Meetings	0	0	0
242	Insurances	242	242	242
	<b><u>Third Party Payments</u></b>			
337,447	3rd Party Payments to Other Local Authorities	282,654	282,654	313,627
653,466	Fostering Payments	624,000	624,000	707,000
10,000	3rd Party Payments to Private Contractors	20,000	20,000	20,000
	<b><u>Support Services</u></b>			
97,254	Internal Recharges and Transfers	111,975	109,975	126,845
20,191	Central Premises Recharges	28,315	28,315	31,002
<b><u>1,758,495</u></b>	<b><u>Expenditure</u></b>	<b><u>1,594,136</u></b>	<b><u>1,592,136</u></b>	<b><u>1,798,743</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-10,288	Reimbursements and Contributions	0	0	0
<b><u>-10,288</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>1,748,207</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,594,136</u></b>	<b><u>1,592,136</u></b>	<b><u>1,798,743</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CHILDREN LOOKED AFTER</u></b>			
	<b><u>SPECIAL GUARDIANSHIP SUPPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
500	Other Professional Fees	0	0	0
271	Insurances	271	271	271
	<b><u>Third Party Payments</u></b>			
2,162,932	Fostering Payments	1,958,000	1,958,000	2,750,000
	<b><u>Support Services</u></b>			
72,711	Internal Recharges and Transfers	73,945	73,945	84,594
2,793	Central Premises Recharges	0	0	0
<u>2,239,207</u>	<u>Expenditure</u>	<u>2,032,216</u>	<u>2,032,216</u>	<u>2,834,865</u>
<u>2,239,207</u>	<u>NET EXPENDITURE</u>	<u>2,032,216</u>	<u>2,032,216</u>	<u>2,834,865</u>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>FAMILY SUPPORT SERVICES</u></b>			
	<b><u>DIRECT PAYMENTS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
173	Insurances	173	173	173
	<b><u>Transfer Payments</u></b>			
674,792	Direct Payments to Social Care Clients	708,332	708,332	654,446
	<b><u>Support Services</u></b>			
80,220	Internal Recharges and Transfers	80,430	80,430	87,329
1,371	Central Premises Recharges	0	0	0
<b><u>756,556</u></b>	<b><u>Expenditure</u></b>	<b><u>788,935</u></b>	<b><u>788,935</u></b>	<b><u>741,948</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-116,288	Reimbursements and Contributions	-126,332	-126,332	-55,446
<b><u>-116,288</u></b>	<b><u>Income</u></b>	<b><u>-126,332</u></b>	<b><u>-126,332</u></b>	<b><u>-55,446</u></b>
<b><u>640,268</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>662,603</u></b>	<b><u>662,603</u></b>	<b><u>686,502</u></b>

**CHILDREN & YOUNG PEOPLE**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>FAMILY SUPPORT SERVICES</u></b>			
	<b><u>HOME CARE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
18,748	Other Professional Fees	0	0	0
178	Insurances	178	178	178
	<b><u>Third Party Payments</u></b>			
485,834	3rd Party Payments to Care Providers	429,138	429,138	544,958
236,631	3rd Party Payments to Private Contractors	358,000	358,000	362,641
	<b><u>Support Services</u></b>			
50,266	Internal Recharges and Transfers	70,298	70,298	74,671
991	Central Premises Recharges	0	0	0
<u>792,649</u>	<u>Expenditure</u>	<u>857,614</u>	<u>857,614</u>	<u>982,448</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-127,104	Reimbursements and Contributions	-207,138	-207,138	-214,599
<u>-127,104</u>	<u>Income</u>	<u>-207,138</u>	<u>-207,138</u>	<u>-214,599</u>
<u>665,545</u>	<u>NET EXPENDITURE</u>	<u>650,476</u>	<u>650,476</u>	<u>767,849</u>

**CHILDREN & YOUNG PEOPLE**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
	<b><u>FAMILY SUPPORT SERVICES</u></b>			
	<b><u>OTHER FAMILY SUPPORT SERVICES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
822,534	Non-Teachers Pay	1,164,546	1,193,068	1,191,755
133,974	Agency Staff	0	0	0
143	Employee Retirement Costs	0	0	0
222	Employee Insurance Costs	222	222	222
341	Other Training Expenses	3,000	3,000	1,000
	<b><u>Premises Related Expenses</u></b>			
3,248	Repairs and Maintenance	150	150	50
0	Direct Service Charge-Ground Maintenance	685	685	702
101	Energy Costs	750	750	530
0	Rents & Rates	46,500	46,500	42,150
850	Fixtures & Fittings	2,480	2,480	2,480
	<b><u>Transport Related Expenses</u></b>			
106	Direct Transport Costs	0	0	0
17,752	External Transport Hire & Contracts	37,872	37,872	36,922
30,750	Travel Expenses	64,800	64,800	53,700
	<b><u>Supplies and Services</u></b>			
19,599	Equipment	16,064	16,064	15,414
1,273	Furniture	24,300	24,300	23,650
259	Books, Publications & Literature	500	500	200
8,606	Materials	5,500	5,500	950
536,248	Catering Costs	8,000	8,000	5,500
1,131	Clothing,Uniforms and Laundry	1,500	1,500	900
355	Printing and Reprographics	1,500	1,500	1,150
776	Direct Service Charge - Graphic Design Costs	0	0	0
871	Stationery and Office Expenses	500	500	150
6,270	Postage	0	0	0
6,283	Telephones	1,000	1,000	350
55,731	Hardware, Software & Other Computing	26,000	26,000	25,350
544,394	Other Professional Fees	86,160	86,160	83,660
30,410	Education,Leisure Activities & Entertainments	8,014	8,014	2,957
583	Premises & Room Hire	1,400	1,400	750
236	Professional Meetings	500	500	200
8,829	Grants to Third Parties	0	0	0
25,000	Subscriptions	25,000	25,000	8,500
359	Insurances	359	359	359
148	Advertising, Promotion & Notices	0	0	0
	<b><u>Third Party Payments</u></b>			
345	3rd Party Payments to Other Local Authorities	0	0	0
176,330	Voluntary & Independent Sector Payments	257,407	257,407	257,407
15,177	3rd Party Payments to Private Contractors	300,000	300,000	300,000
	<b><u>Transfer Payments</u></b>			
50	Client Personal Allowances	0	0	0
2,709	Direct Payments to Social Care Clients	0	0	0
401,200	Benefits	0	0	0

**CHILDREN & YOUNG PEOPLE**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>	<b>Support Services</b>	<b>£</b>	<b>£</b>	<b>£</b>
96,920	Internal Recharges and Transfers	100,375	99,375	134,586
2,304	Central Premises Recharges	54,608	54,608	59,789
<u>2,952,417</u>	<u>Expenditure</u>	<u>2,239,692</u>	<u>2,267,214</u>	<u>2,251,333</u>
<b>INCOME</b>				
<b><u>External Grants and Reimbursements</u></b>				
-1,264,420	Grants and Subsidies	-400,858	-400,858	-303,677
-76,456	Reimbursements and Contributions	-145,000	-145,000	-48,300
<u>-1,340,876</u>	<u>Income</u>	<u>-545,858</u>	<u>-545,858</u>	<u>-351,977</u>
<u>1,611,541</u>	<u>NET EXPENDITURE</u>	<u>1,693,834</u>	<u>1,721,356</u>	<u>1,899,356</u>

**CHILDREN & YOUNG PEOPLE**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>FAMILY SUPPORT SERVICES</u></b>				
<b><u>SHORT BREAKS FOR DISABLED CHILDREN</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
668,517	Non-Teachers Pay	666,556	666,556	708,156
394	Employee Insurance Costs	394	394	394
<b><u>Premises Related Expenses</u></b>				
12	Rents & Rates	0	0	0
<b><u>Transport Related Expenses</u></b>				
10,865	Direct Service Charge-Pooled Transport Costs	9,677	7,902	8,547
67	External Transport Hire & Contracts	0	0	0
20	Travel Expenses	0	0	0
<b><u>Supplies and Services</u></b>				
6,992	Equipment	2,330	2,814	2,390
405	Furniture	2,320	2,320	2,380
49	Books, Publications & Literature	0	0	0
129	Materials	0	0	0
15,711	Catering Costs	15,930	15,930	16,309
21	Clothing,Uniforms and Laundry	0	0	0
368	Printing and Reprographics	0	0	0
358	Stationery and Office Expenses	0	0	0
11	Postage	0	0	0
2,858	Telephones	2,120	2,120	2,170
8,662	Hardware, Software & Other Computing	0	0	0
2,733	Other Professional Fees	0	0	0
3,069	Education,Leisure Activities & Entertainments	6,060	6,060	6,210
163	Subscriptions	0	0	0
1,696	Insurances	226	226	1,726
158	Licenses	0	0	0
<b><u>Third Party Payments</u></b>				
34	Fostering Payments	0	0	0
73	Direct Service Charge-Civil Engineering	0	0	0
1,642	Direct Service Charge-Cleansing	829	829	850
<b><u>Support Services</u></b>				
91,432	Internal Recharges and Transfers	105,078	103,078	128,340
29,642	Central Premises Recharges	27,549	27,549	30,067
<b><u>Capital Charges and Financing Costs</u></b>				
5,854	Non-current Assets Depreciation & Amortisation	5,854	5,854	5,854
<b>851,937</b>	<b><u>Expenditure</u></b>	<b>844,923</b>	<b>841,632</b>	<b>913,393</b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-9,637	Reimbursements and Contributions	0	0	0
<b><u>Other Income</u></b>				
-3	Interest	0	0	0
<b><u>Support Services</u></b>				
-317,000	Internal Recharges and Transfers-Revenue	-259,000	-259,000	-200,000
<b>-326,640</b>	<b><u>Income</u></b>	<b>-259,000</b>	<b>-259,000</b>	<b>-200,000</b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<u>525,296</u>	<u>NET EXPENDITURE</u>	<u>585,923</u>	<u>582,632</u>	<u>713,393</u>



**CHILDREN & YOUNG PEOPLE**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>YOUTH JUSTICE</u></b>			
	<b><u>YOUTH OFFENDER TEAMS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
919,489	Non-Teachers Pay	969,436	976,674	1,035,811
10,114	Employee Retirement Costs	0	0	0
0	Employee Insurance Costs	462	462	462
0	Internal Training Costs	150	150	150
26,513	Other Training Expenses	2,500	11,500	11,500
	<b><u>Premises Related Expenses</u></b>			
40	Repairs and Maintenance	500	500	500
0	Cleaning & Domestic Services	300	300	300
	<b><u>Transport Related Expenses</u></b>			
24	Direct Transport Costs	500	500	500
30	External Transport Hire & Contracts	4,000	4,000	4,000
10,577	Travel Expenses	29,000	20,000	28,500
	<b><u>Supplies and Services</u></b>			
1,479	Equipment	2,010	2,010	2,010
49	Books, Publications & Literature	500	500	500
346	Materials	1,000	1,000	1,000
38	Catering Costs	500	500	500
34	Clothing,Uniforms and Laundry	0	0	0
63	Printing and Reprographics	2,350	2,350	2,350
540	Direct Service Charge - Graphic Design Costs	1,000	1,000	500
329	Stationery and Office Expenses	2,200	2,200	2,200
560	Postage	2,800	2,800	2,700
3,924	Telephones	5,600	5,600	5,000
39,067	Hardware, Software & Other Computing	23,500	45,633	23,500
66	Medical Fees	100	100	0
20,289	Other Professional Fees	35,772	39,002	51,861
155	Education,Leisure Activities & Entertainments	500	500	500
1,027	Direct Service Charge-Security	1,037	1,037	1,063
1,707	Premises & Room Hire	22	22	22
255	Subscriptions	0	0	0
0	Insurances	455	455	455
	<b><u>Third Party Payments</u></b>			
-1,215	3rd Party Payments to Other Local Authorities	0	0	0
1,926	3rd Party Payments to Care Providers	0	0	0
1,122	Direct Service Charge-Cleansing	1,133	1,133	1,161
0	3rd Party Payments to Private Contractors	2,100	2,100	2,100
	<b><u>Transfer Payments</u></b>			
185	Client Personal Allowances	0	0	0
	<b><u>Support Services</u></b>			
175,015	Internal Recharges and Transfers	169,223	165,223	160,747
50,692	Central Premises Recharges	0	0	0
<b><u>1,264,438</u></b>	<b><u>Expenditure</u></b>	<b><u>1,258,650</u></b>	<b><u>1,287,251</u></b>	<b><u>1,339,892</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure</b>		<b>Allowed Estimate</b>	<b>Revised Estimate</b>	<b>Forward Estimate</b>
<b><u>2020/21</u></b>	<b><u>INCOME</u></b>	<b><u>2021/22</u></b>	<b><u>2021/22</u></b>	<b><u>2022/23</u></b>
<b>£</b>	<b><u>External Grants and Reimbursements</u></b>	<b>£</b>	<b>£</b>	<b>£</b>
-423,256	Grants and Subsidies	-417,177	-449,778	-449,778
-32,606	Reimbursements and Contributions	-19,731	-19,731	-19,731
	<b><u>Support Services</u></b>			
-241,791	Internal Recharges and Transfers-Revenue	-301,196	-301,196	-312,280
<b><u>-697,653</u></b>	<b><u>Income</u></b>	<b><u>-738,104</u></b>	<b><u>-770,705</u></b>	<b><u>-781,789</u></b>
<b><u>566,786</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>520,546</u></b>	<b><u>516,546</u></b>	<b><u>558,103</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ASYLUM SEEKERS</u></b>			
	<b><u>UNACCOMPANIED CHILDREN</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
2,441	Other Professional Fees	0	0	0
	<b><u>Third Party Payments</u></b>			
318,511	3rd Party Payments to Care Providers	0	0	0
144,108	Fostering Payments	0	0	0
<u>465,060</u>	<u>Expenditure</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-409,852	Grants and Subsidies	0	0	0
<u>-409,852</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>55,208</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CHILDREN AND YOUNG PEOPLE'S SAFETY</u></b>			
	<b><u>LA FUNCTIONS IN RELATION TO CHILD PROTECTION</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,009,612	Non-Teachers Pay	1,220,918	1,220,918	1,291,462
52,015	Agency Staff	0	0	0
394	Employee Insurance Costs	394	394	394
400	Other Training Expenses	0	0	0
	<b><u>Transport Related Expenses</u></b>			
4,921	Travel Expenses	14,384	14,384	14,384
	<b><u>Supplies and Services</u></b>			
0	Equipment	492	492	492
0	Furniture	810	810	810
51	Printing and Reprographics	542	542	542
24	Stationery and Office Expenses	0	0	0
2,403	Telephones	1,276	1,276	1,276
14,902	Hardware, Software & Other Computing	0	0	0
53	Medical Fees	0	0	0
6,348	Other Professional Fees	15,389	15,389	13,389
775	Direct Service Charge-Security	783	783	803
82	Premises & Room Hire	0	0	0
11	Professional Meetings	0	0	0
312	Insurances	312	312	312
	<b><u>Third Party Payments</u></b>			
162,204	3rd Party Payments to Private Contractors	90,000	90,000	90,000
	<b><u>Support Services</u></b>			
416,390	Internal Recharges and Transfers	417,364	413,364	458,194
73,524	Central Premises Recharges	68,921	68,921	75,451
<b><u>1,744,420</u></b>	<b><u>Expenditure</u></b>	<b><u>1,831,585</u></b>	<b><u>1,827,585</u></b>	<b><u>1,947,509</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-400	Grants and Subsidies	0	0	0
<b><u>-400</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>1,744,020</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,831,585</u></b>	<b><u>1,827,585</u></b>	<b><u>1,947,509</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>CHILDREN AND YOUNG PEOPLE'S SAFETY</u></b>				
<b><u>LOCAL SAFEGUARDING CHILDREN BOARD</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
164,628	Non-Teachers Pay	187,771	169,771	214,420
18,881	IR35 Employees	0	18,000	0
<b><u>Transport Related Expenses</u></b>				
57	Travel Expenses	1,000	1,000	1,000
<b><u>Supplies and Services</u></b>				
13	Catering Costs	2,000	2,000	2,000
15	Printing and Reprographics	0	0	0
0	Telephones	500	500	500
1,515	Hardware, Software & Other Computing	7,000	7,000	7,000
16,354	Other Professional Fees	12,154	12,154	12,687
0	Premises & Room Hire	1,000	1,000	1,000
7,120	Subscriptions	0	0	0
<b><u>Third Party Payments</u></b>				
0	3rd Party Payments to Other Local Authorities	5,000	5,000	5,000
<b><u>208,583</u></b>	<b><u>Expenditure</u></b>	<b><u>216,425</u></b>	<b><u>216,425</u></b>	<b><u>243,607</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-1,145	Grants and Subsidies	-851	-851	0
-86,414	Reimbursements and Contributions	-91,370	-91,370	-80,179
<b><u>Other Income</u></b>				
-40	Interest	0	0	0
<b><u>Support Services</u></b>				
-10,984	Internal Recharges and Transfers-Revenue	-11,204	-11,204	-11,428
<b><u>-98,583</u></b>	<b><u>Income</u></b>	<b><u>-103,425</u></b>	<b><u>-103,425</u></b>	<b><u>-91,607</u></b>
<b><u>110,000</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>113,000</u></b>	<b><u>113,000</u></b>	<b><u>152,000</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT &amp; SUPPORT SERVICE COSTS</u></b>			
	<b><u>DIRECTORATE - EARLY YEARS/YOUNG PEOPLES SERVICES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
608,429	Non-Teachers Pay	948,213	866,457	906,270
81,348	IR35 Employees	0	0	0
12,545	Employee Recruitment Costs	0	0	0
99	Other Training Expenses	3,504	3,504	3,504
	<b><u>Premises Related Expenses</u></b>			
0	Fixtures & Fittings	110	110	110
	<b><u>Transport Related Expenses</u></b>			
924	Travel Expenses	12,050	12,050	12,050
	<b><u>Supplies and Services</u></b>			
1,679	Equipment	2,000	1,328	1,328
0	Books, Publications & Literature	252	252	252
20	Materials	0	0	0
43	Catering Costs	1,500	1,500	1,500
46	Printing and Reprographics	1,500	1,500	1,500
2,454	Telephones	1,220	1,220	1,220
15,621	Hardware, Software & Other Computing	2,637	2,400	2,400
4,500	Consultants	0	0	0
219,162	Other Professional Fees	3,098	3,098	3,098
0	Premises & Room Hire	4,000	4,000	4,000
0	Professional Meetings	1,800	1,800	1,800
7,000	Subscriptions	1,570	1,570	1,570
0	Advertising, Promotion & Notices	1,000	1,000	1,000
	<b><u>Third Party Payments</u></b>			
6,450	3rd Party Payments to Other Local Authorities	0	0	0
114,691	3rd Party Payments to Private Contractors	0	0	0
	<b><u>Support Services</u></b>			
0	Internal Recharges and Transfers	0	82,665	0
<b><u>1,075,010</u></b>	<b><u>Expenditure</u></b>	<b><u>984,454</u></b>	<b><u>984,454</u></b>	<b><u>941,602</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-10,000	Reimbursements and Contributions	0	0	0
	<b><u>Support Services</u></b>			
-1,065,010	Internal Recharges and Transfers-Revenue	-984,454	-984,454	-941,602
<b><u>-1,075,010</u></b>	<b><u>Income</u></b>	<b><u>-984,454</u></b>	<b><u>-984,454</u></b>	<b><u>-941,602</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT &amp; SUPPORT SERVICE COSTS</u></b>			
	<b><u>DIRECTORATE - SCHOOLS &amp; LIFELONG LEARNING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
354,531	Non-Teachers Pay	406,065	406,065	437,209
-65	Other Training Expenses	0	0	0
	<b><u>Transport Related Expenses</u></b>			
945	Travel Expenses	2,102	2,102	2,102
	<b><u>Supplies and Services</u></b>			
15	Catering Costs	0	0	0
2	Printing and Reprographics	0	0	0
63	Telephones	60	60	60
1,212	Hardware, Software & Other Computing	0	0	0
-322	Premises & Room Hire	0	0	0
22	Professional Meetings	0	0	0
<b><u>356,404</u></b>	<b><u>Expenditure</u></b>	<b><u>408,227</u></b>	<b><u>408,227</u></b>	<b><u>439,371</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-121,126	Grants and Subsidies	-121,126	-121,126	-83,000
	<b><u>Customer and Client Receipts</u></b>			
-3,050	Sales, Fees and Charges	0	0	0
	<b><u>Support Services</u></b>			
-232,228	Internal Recharges and Transfers-Revenue	-287,101	-287,101	-356,371
<b><u>-356,404</u></b>	<b><u>Income</u></b>	<b><u>-408,227</u></b>	<b><u>-408,227</u></b>	<b><u>-439,371</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**CHILDREN & YOUNG PEOPLE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT &amp; SUPPORT SERVICE COSTS</u></b>			
	<b><u>FINANCIAL SERVICES-ACCOUNTANCY &amp; BUS.SUPPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
518,137	Non-Teachers Pay	608,272	0	0
9,483	Employee Retirement Costs	0	0	0
	<b><u>Transport Related Expenses</u></b>			
1,982	Travel Expenses	6,500	0	0
	<b><u>Supplies and Services</u></b>			
-90	Equipment	300	0	0
18	Catering Costs	0	0	0
3	Printing and Reprographics	150	0	0
23	Direct Service Charge - Graphic Design Costs	0	0	0
11	Telephones	150	0	0
4,255	Hardware, Software & Other Computing	1,500	0	0
0	Other Professional Fees	800	0	0
0	Professional Meetings	10,000	10,000	10,000
332	Subscriptions	500	0	0
	<b><u>Support Services</u></b>			
0	Internal Recharges and Transfers	0	615,809	0
<b><u>534,153</u></b>	<b><u>Expenditure</u></b>	<b><u>628,172</u></b>	<b><u>625,809</u></b>	<b><u>10,000</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-40,773	Grants and Subsidies	-50,773	-50,773	-10,000
	<b><u>Customer and Client Receipts</u></b>			
0	Sales, Fees and Charges	-2,363	0	0
	<b><u>Support Services</u></b>			
-493,380	Internal Recharges and Transfers-Revenue	-575,036	-575,036	0
<b><u>-534,153</u></b>	<b><u>Income</u></b>	<b><u>-628,172</u></b>	<b><u>-625,809</u></b>	<b><u>-10,000</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>



**CHILDREN & YOUNG PEOPLE**  
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<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT &amp; SUPPORT SERVICE COSTS</u></b>			
	<b><u>ADMIN SERVICES &amp; DEPARTMENTAL SUPPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
69,123	Non-Teachers Pay	77,697	77,697	105,870
	<b><u>Supplies and Services</u></b>			
1,312	Equipment	4,500	4,500	2,000
0	Books, Publications & Literature	500	500	0
14	Materials	100	100	0
0	Clothing,Uniforms and Laundry	200	90	0
1,393	Printing and Reprographics	65,000	65,000	5,000
70	Direct Service Charge - Graphic Design Costs	0	0	0
1,501	Stationery and Office Expenses	19,700	19,700	2,000
24,141	Postage	50,000	50,000	25,000
42	Telephones	1,500	1,500	0
199,279	Hardware, Software & Other Computing	208,000	208,000	208,000
4,438	Medical Fees	11,000	11,000	7,000
127	Other Professional Fees	0	0	7,000
	<b><u>Capital Charges and Financing Costs</u></b>			
76,797	Non-current Assets Depreciation & Amortisation	76,797	80,278	75,988
0	Impairment & Revaluation Losses	0	0	0
<b><u>378,237</u></b>	<b><u>Expenditure</u></b>	<b><u>514,994</u></b>	<b><u>518,365</u></b>	<b><u>437,858</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-111	Reimbursements and Contributions	0	0	0
	<b><u>Support Services</u></b>			
-378,125	Internal Recharges and Transfers-Revenue	-514,994	-518,365	-437,858
<b><u>-378,237</u></b>	<b><u>Income</u></b>	<b><u>-514,994</u></b>	<b><u>-518,365</u></b>	<b><u>-437,858</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

# **Integrated Care and Health**

**INTEGRATED CARE AND HEALTH**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
<b>SERVICE STRATEGY</b>				
2,506,729	STRATEGIC MANAGEMENT AND COMPLAINTS	0	0	0
<u>2,506,729</u>		<u>0</u>	<u>0</u>	<u>0</u>
<b>PHYSICAL SUPPORT</b>				
-1,117,406	NURSING CARE - PS	1,318,073	2,117,572	2,738,441
2,529,920	RESIDENTIAL CARE - PS	2,630,365	2,622,682	3,395,995
1,890,490	DIRECT PAYMENTS - PS	1,967,525	1,966,794	1,662,000
3,227,791	HOME CARE - PS	2,901,804	2,901,100	3,100,837
1,258,224	SUPPORTED LIVING - PS	945,158	944,891	1,588,463
357,987	DAY CARE - PS	358,178	355,164	358,959
576,798	REABLEMENT SERVICES - PS	1,332,834	1,322,275	1,459,273
36,184	INFORMATION AND EARLY INTERVENTION - PS	48,057	48,057	50,540
<u>8,759,988</u>		<u>11,501,994</u>	<u>12,278,535</u>	<u>14,354,508</u>
<b>SENSORY SUPPORT</b>				
80,407	NURSING CARE - SS	79,731	79,731	96,224
135,813	RESIDENTIAL CARE - SS	134,807	134,807	194,259
292,976	DIRECT PAYMENTS - SS	339,287	339,287	365,316
254,588	HOME CARE - SS	283,083	283,083	328,444
16,289	INFORMATION AND EARLY INTERVENTION - SS	23,084	23,084	27,263
<u>780,073</u>		<u>859,992</u>	<u>859,992</u>	<u>1,011,506</u>
<b>SUPPORT WITH MEMORY AND COGNITION</b>				
1,517,191	NURSING CARE - SMC	1,527,848	1,527,848	1,809,000
4,226,402	RESIDENTIAL CARE - SMC	4,796,961	4,796,428	5,367,780
198,463	SUPPORTED ACCOMMODATION - SMC	100,364	100,364	134,834
71,095	DIRECT PAYMENTS - SMC	53,691	53,691	56,728
132,588	HOME CARE - SMC	123,170	123,170	192,489
147,970	SUPPORTED LIVING - SMC	61,079	61,079	79,326
649,619	DAY CARE - SMC	604,837	563,032	535,829
<u>6,943,327</u>		<u>7,267,950</u>	<u>7,225,612</u>	<u>8,175,986</u>
<b>LEARNING DISABILITY SUPPORT</b>				
311,894	NURSING CARE - LD	453,882	453,882	391,562
3,116,711	RESIDENTIAL CARE - LD	3,015,902	3,015,902	3,316,396
4,179,194	DIRECT PAYMENTS - LD	3,304,026	3,303,352	3,791,681
483,512	HOME CARE - LD	511,001	511,001	1,093,251
12,239,708	SUPPORTED LIVING - LD	10,470,781	10,437,722	11,743,434
1,892,971	DAY CARE - LD	1,993,195	1,955,018	2,046,912
0	INFORMATION AND EARLY INTERVENTION - LD	80,000	80,000	0
<u>22,223,989</u>		<u>19,828,787</u>	<u>19,756,877</u>	<u>22,383,236</u>
<b>MENTAL HEALTH SUPPORT</b>				
906,303	NURSING CARE - MH	979,543	979,543	1,044,844
1,200,099	RESIDENTIAL CARE - MH	975,133	975,133	1,369,839
4,037	DIRECT PAYMENTS - MH	59,903	59,903	44,258
357,251	HOME CARE - MH	408,696	408,696	431,688
635,146	SUPPORTED LIVING - MH	686,049	686,049	736,682
27,589	DAY CARE - MH	30,481	30,481	31,848
-59,531	REABLEMENT SERVICES - MH	-47,325	-47,655	-36,190
4,400	INFORMATION AND EARLY INTERVENTION - MH	3,179	3,179	2,969
<u>3,075,296</u>		<u>3,095,659</u>	<u>3,095,329</u>	<u>3,625,938</u>
<b>SOCIAL SUPPORT - SUBSTANCE MISUSE SUPPORT</b>				
0	DRUGS AND ALCOHOL SERVICES	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>

**INTEGRATED CARE AND HEALTH**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>SUPPORT FOR CARERS</b>			
31,226	OTHER CARER SERVICES	42,180	42,180	44,262
<u>31,226</u>		<u>42,180</u>	<u>42,180</u>	<u>44,262</u>
	<b>ASSISTIVE EQUIPMENT AND TECHNOLOGY</b>			
622,400	OCCUPATIONAL THERAPY	585,010	575,830	607,938
46,801	CARELINE	15,875	17,624	123,121
<u>669,201</u>		<u>600,885</u>	<u>593,454</u>	<u>731,059</u>
	<b>ASSESSMENT AND CARE MANAGEMENT</b>			
5,729,858	CARE MANAGEMENT TEAMS	5,765,553	5,728,021	6,125,505
<u>5,729,858</u>		<u>5,765,553</u>	<u>5,728,021</u>	<u>6,125,505</u>
	<b>GENERIC SERVICES</b>			
0	TRANSPORT	0	0	0
0	GENERIC SERVICES OTHER	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>COMMISSIONING AND SERVICE DELIVERY</b>			
0	DIRECTORATE	0	0	0
0	PERFORMANCE AND COMPLAINTS	0	0	0
0	COMMISSIONING AND BUSINESS SUPPORT	0	0	0
0	TRAINING	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
<u>50,719,688</u>	<b>Net Expenditure</b>	<u>48,963,000</u>	<u>49,580,000</u>	<u>56,452,000</u>

**INTEGRATED CARE AND HEALTH  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>EXPENDITURE</b>			
	<b>Employees</b>			
18,059,710	Non-Teachers Pay	19,969,034	18,523,592	19,811,503
229,828	Agency Staff	32,000	32,000	0
19,856	IR35 Employees	0	0	0
0	Employee Recruitment Costs	0	0	480
130,922	Employee Retirement Costs	300	300	300
15,556	Employee Insurance Costs	15,472	15,472	15,472
0	Internal Training Costs	21,665	3,545	3,545
44,423	Other Training Expenses	24,499	20,136	20,136
	<b>Premises Related Expenses</b>			
123,914	Repairs and Maintenance	3,900	3,900	103,900
892	Direct Service Charge-Ground Maintenance	794	794	814
7,107	Energy Costs	3,500	3,500	4,500
91,682	Rents & Rates	115,885	115,885	137,403
1,458	Water & Sewerage	1,600	1,600	1,600
-3	Cleaning & Domestic Services	0	0	0
10,797	Direct Service Charge-Cleaning	10,863	10,863	11,135
9,716	Direct Service Charge-Caretaking	9,813	9,813	10,058
	<b>Transport Related Expenses</b>			
0	Direct Transport Costs	1,050	1,131	1,050
245,013	Direct Service Charge-Pooled Transport Costs	279,711	215,630	242,919
98,905	External Transport Hire & Contracts	91,600	91,600	91,600
265,347	Travel Expenses	305,564	304,134	292,134
	<b>Supplies and Services</b>			
642,791	Equipment	340,179	339,078	327,582
3,157	Furniture	3,450	3,450	10,506
0	Books, Publications & Literature	1,462	0	0
39,910	Materials	16,360	16,360	21,360
146,862	Catering Costs	104,700	104,300	109,300
3,470	Clothing,Uniforms and Laundry	3,479	3,479	5,845
12,247	Printing and Reprographics	31,761	26,600	29,600
1,916	Direct Service Charge - Graphic Design Costs	9,226	7,026	7,149
11,159	Stationery and Office Expenses	16,593	15,231	16,056
17,616	Postage	21,452	21,234	21,614
82,838	Telephones	57,903	56,358	58,410
338,528	Hardware, Software & Other Computing	159,423	90,763	125,714
26,836	Legal Fees	36,400	36,400	98,462
5,733	Medical Fees	3,640	3,450	2,950
60,205	Consultants	65,756	65,756	65,756
227,231	Other Professional Fees	204,020	182,671	182,971
41,096	Exam & Course Fees (incl. students & clients)	55,100	50	50
0	Education,Leisure Activities & Entertainments	435	435	435
4,982	Banking & Security Services	2,824	2,824	2,824
27,525	Direct Service Charge-Security	27,800	27,800	30,334
91,972	Premises & Room Hire	118,300	115,300	115,300
42,015	Other Supplies & Services	1,642	1,642	1,642
106	Professional Meetings	720	720	720

**INTEGRATED CARE AND HEALTH  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
12,316	Subscriptions	5,000	4,050	4,050
83,904	Insurances	62,235	62,235	62,235
4,085	Advertising, Promotion & Notices	12,446	12,446	12,446
158	Licenses	946	946	1,093
155,036	Provision for bad/doubtful debt	100,000	100,000	100,000
	<b><u>Third Party Payments</u></b>			
169,043	3rd Party Payments to Other Local Authorities	140,300	140,300	0
44,386,458	3rd Party Payments to Care Providers	40,714,345	40,984,345	48,450,044
3,905,038	Voluntary & Independent Sector Payments	1,724,547	1,724,547	1,743,319
1,260	Direct Service Charge-Civil Engineering	0	0	0
14,375	Direct Service Charge-Cleansing	13,786	10,531	10,937
646,737	3rd Party Payments to Private Contractors	888,000	888,000	888,000
2,933	Supporting People Payments-internal provision	0	0	0
25,000	3rd Party Paymts to Public Health Srvce Providers	0	0	0
	<b><u>Transfer Payments</u></b>			
1,023	Client Personal Allowances	1,000	1,000	1,000
8,307,453	Direct Payments to Social Care Clients	8,379,187	8,379,187	8,492,336
19,512	Other Transfer Payments	20,000	20,000	20,000
	<b><u>Support Services</u></b>			
17,775,054	Internal Recharges and Transfers	18,190,164	19,324,118	20,973,048
669,409	Central Premises Recharges	527,333	527,333	577,816
	<b><u>Capital Charges and Financing Costs</u></b>			
139,562	Non-current Assets Depreciation & Amortisation	133,266	125,266	126,486
104,839	Impairment & Revaluation Losses	0	0	0
	<b><u>CCG Pooled Budget</u></b>			
92,091	CCG Pooled Budget	0	0	0
<b><u>97,698,605 Expenditure</u></b>		<b><u>93,082,430</u></b>	<b><u>92,779,126</u></b>	<b><u>103,445,939</u></b>
	<b>INCOME</b>			
	<b><u>External Grants and Reimbursements</u></b>			
-6,152,409	Grants and Subsidies	-5,414,989	-5,414,989	-8,165,880
-21,837,728	Reimbursements and Contributions	-18,226,459	-17,380,659	-17,278,441
	<b><u>Customer and Client Receipts</u></b>			
-12,125,222	Sales, Fees and Charges	-13,398,892	-13,398,892	-14,312,294
208	Rents	-5,000	-5,000	-5,000
	<b><u>Other Income</u></b>			
-5,590	Interest	0	0	0
	<b><u>Support Services</u></b>			
-6,858,175	Internal Recharges and Transfers-Revenue	-7,074,090	-6,999,586	-7,232,324
<b><u>-46,978,917 Income</u></b>		<b><u>-44,119,430</u></b>	<b><u>-43,199,126</u></b>	<b><u>-46,993,939</u></b>
<b><u>50,719,688 NET EXPENDITURE</u></b>		<b><u>48,963,000</u></b>	<b><u>49,580,000</u></b>	<b><u>56,452,000</u></b>

**INTEGRATED CARE AND HEALTH  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>SERVICE STRATEGY</u></b>			
	<b><u>STRATEGIC MANAGEMENT AND COMPLAINTS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
748,015	Non-Teachers Pay	0	0	0
1,344	IR35 Employees	0	0	0
	<b><u>Transport Related Expenses</u></b>			
1,156	External Transport Hire & Contracts	0	0	0
53,800	Travel Expenses	0	0	0
	<b><u>Supplies and Services</u></b>			
431,695	Equipment	0	0	0
101	Furniture	0	0	0
3,928	Materials	0	0	0
53,517	Catering Costs	0	0	0
2,137	Clothing,Uniforms and Laundry	0	0	0
51	Printing and Reprographics	0	0	0
131	Direct Service Charge - Graphic Design Costs	0	0	0
8	Stationery and Office Expenses	0	0	0
4,142	Hardware, Software & Other Computing	0	0	0
250	Other Professional Fees	0	0	0
20,000	Other Supplies & Services	0	0	0
	<b><u>Third Party Payments</u></b>			
2,908,175	3rd Party Payments to Care Providers	0	0	0
2,106,585	Voluntary & Independent Sector Payments	0	0	0
25,000	3rd Party Paymts to Public Health Srvce Provi	0	0	0
	<b><u>Transfer Payments</u></b>			
62,461	Direct Payments to Social Care Clients	0	0	0
	<b><u>CCG Pooled Budget</u></b>			
92,091	CCG Pooled Budget	0	0	0
<b><u>6,514,587</u></b>	<b><u>Expenditure</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-2,286,049	Grants and Subsidies	0	0	0
-1,721,809	Reimbursements and Contributions	0	0	0
<b><u>-4,007,858</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>2,506,729</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>NURSING CARE - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
355,691	3rd Party Payments to Care Providers	357,531	357,531	473,032
	<b><u>Support Services</u></b>			
2,830,383	Internal Recharges and Transfers	2,762,775	2,762,274	3,202,642
<u>3,186,074</u>	<u>Expenditure</u>	<u>3,120,306</u>	<u>3,119,805</u>	<u>3,675,674</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-4,206,040	Reimbursements and Contributions	-1,726,038	-926,038	-861,038
	<b><u>Customer and Client Receipts</u></b>			
-97,440	Sales, Fees and Charges	-76,195	-76,195	-76,195
<u>-4,303,480</u>	<u>Income</u>	<u>-1,802,233</u>	<u>-1,002,233</u>	<u>-937,233</u>
<u>-1,117,406</u>	<u>NET EXPENDITURE</u>	<u>1,318,073</u>	<u>2,117,572</u>	<u>2,738,441</u>



**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>RESIDENTIAL CARE - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
603,510	Non-Teachers Pay	545,500	545,500	0
544	Employee Insurance Costs	541	541	541
	<b><u>Premises Related Expenses</u></b>			
516	Repairs and Maintenance	0	0	0
12,616	Rents & Rates	30,000	30,000	0
	<b><u>Transport Related Expenses</u></b>			
13,266	Travel Expenses	13,000	13,000	0
	<b><u>Supplies and Services</u></b>			
800	Equipment	1,000	1,000	0
998	Catering Costs	0	0	0
144	Printing and Reprographics	0	0	0
171	Telephones	0	0	0
5,219	Hardware, Software & Other Computing	0	0	0
65	Medical Fees	500	500	0
	<b><u>Third Party Payments</u></b>			
4,264,304	3rd Party Payments to Care Providers	4,461,554	4,461,554	5,024,025
	<b><u>Support Services</u></b>			
1,004,497	Internal Recharges and Transfers	1,020,540	1,012,857	995,719
<b><u>5,906,649</u></b>	<b><u>Expenditure</u></b>	<b><u>6,072,635</u></b>	<b><u>6,064,952</u></b>	<b><u>6,020,285</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-124,876	Grants and Subsidies	-68,919	-68,919	-62,947
-1,280,000	Reimbursements and Contributions	-1,280,000	-1,280,000	-680,000
	<b><u>Customer and Client Receipts</u></b>			
-1,966,263	Sales, Fees and Charges	-2,093,351	-2,093,351	-1,881,343
	<b><u>Other Income</u></b>			
-5,590	Interest	0	0	0
<b><u>-3,376,729</u></b>	<b><u>Income</u></b>	<b><u>-3,442,270</u></b>	<b><u>-3,442,270</u></b>	<b><u>-2,624,290</u></b>
<b><u>2,529,920</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>2,630,365</u></b>	<b><u>2,622,682</u></b>	<b><u>3,395,995</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>DIRECT PAYMENTS - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Transfer Payments</u></b>			
2,342,281	Direct Payments to Social Care Clients	2,790,976	2,790,976	2,214,924
	<b><u>Support Services</u></b>			
727,718	Internal Recharges and Transfers	554,224	553,493	582,909
<u>3,069,999</u>	<u>Expenditure</u>	<u>3,345,200</u>	<u>3,344,469</u>	<u>2,797,833</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-229,654	Grants and Subsidies	-379,655	-379,655	-379,655
-699,000	Reimbursements and Contributions	-699,000	-699,000	-448,914
	<b><u>Customer and Client Receipts</u></b>			
-250,855	Sales, Fees and Charges	-299,020	-299,020	-307,264
<u>-1,179,509</u>	<u>Income</u>	<u>-1,377,675</u>	<u>-1,377,675</u>	<u>-1,135,833</u>
<u>1,890,490</u>	<u>NET EXPENDITURE</u>	<u>1,967,525</u>	<u>1,966,794</u>	<u>1,662,000</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>HOME CARE - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
10,107,963	3rd Party Payments to Care Providers	10,159,267	10,159,267	11,699,099
	<b><u>Support Services</u></b>			
1,029,201	Internal Recharges and Transfers	1,240,129	1,239,425	1,369,280
<u>11,137,164</u>	<u>Expenditure</u>	<u>11,399,396</u>	<u>11,398,692</u>	<u>13,068,379</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-2,390,601	Grants and Subsidies	-2,710,639	-2,710,639	-4,084,643
-2,165,745	Reimbursements and Contributions	-2,270,375	-2,270,375	-2,270,375
	<b><u>Customer and Client Receipts</u></b>			
-3,353,027	Sales, Fees and Charges	-3,516,578	-3,516,578	-3,612,524
<u>-7,909,373</u>	<u>Income</u>	<u>-8,497,592</u>	<u>-8,497,592</u>	<u>-9,967,542</u>
<u>3,227,791</u>	<u>NET EXPENDITURE</u>	<u>2,901,804</u>	<u>2,901,100</u>	<u>3,100,837</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>SUPPORTED LIVING - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
2,363,435	3rd Party Payments to Care Providers	2,158,573	2,158,573	2,811,054
	<b><u>Support Services</u></b>			
431,780	Internal Recharges and Transfers	413,050	412,783	447,125
<u>2,795,215</u>	<u>Expenditure</u>	<u>2,571,623</u>	<u>2,571,356</u>	<u>3,258,179</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-16,200	Grants and Subsidies	-16,200	-16,200	-16,200
-26,107	Reimbursements and Contributions	-41,353	-41,353	-41,353
	<b><u>Customer and Client Receipts</u></b>			
-1,494,684	Sales, Fees and Charges	-1,568,912	-1,568,912	-1,612,163
<u>-1,536,991</u>	<u>Income</u>	<u>-1,626,465</u>	<u>-1,626,465</u>	<u>-1,669,716</u>
<u>1,258,224</u>	<u>NET EXPENDITURE</u>	<u>945,158</u>	<u>944,891</u>	<u>1,588,463</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>DAY CARE - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
2,771	3rd Party Payments to Care Providers	27,819	27,819	29,488
86,552	Voluntary & Independent Sector Payments	84,750	84,750	88,770
	<b><u>Support Services</u></b>			
366,245	Internal Recharges and Transfers	369,899	366,885	366,047
<b><u>455,568</u></b>	<b><u>Expenditure</u></b>	<b><u>482,468</u></b>	<b><u>479,454</u></b>	<b><u>484,305</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-86,000	Reimbursements and Contributions	-86,000	-86,000	-86,000
	<b><u>Customer and Client Receipts</u></b>			
-11,581	Sales, Fees and Charges	-38,290	-38,290	-39,346
<b><u>-97,581</u></b>	<b><u>Income</u></b>	<b><u>-124,290</u></b>	<b><u>-124,290</u></b>	<b><u>-125,346</u></b>
<b><u>357,987</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>358,178</u></b>	<b><u>355,164</u></b>	<b><u>358,959</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>REABLEMENT SERVICES - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,722,120	Non-Teachers Pay	2,446,379	2,446,379	2,955,077
390	Agency Staff	32,000	32,000	0
994	Employee Insurance Costs	988	988	988
0	Internal Training Costs	1,150	1,150	1,150
2,671	Other Training Expenses	1,400	1,400	1,400
	<b><u>Premises Related Expenses</u></b>			
7,986	Repairs and Maintenance	400	400	400
6,431	Energy Costs	2,800	2,800	2,800
78,160	Rents & Rates	62,700	62,700	114,218
661	Water & Sewerage	1,000	1,000	1,000
41	Direct Service Charge-Cleaning	0	0	0
	<b><u>Transport Related Expenses</u></b>			
0	External Transport Hire & Contracts	100	100	100
49,842	Travel Expenses	70,386	70,386	70,386
	<b><u>Supplies and Services</u></b>			
30,226	Equipment	42,358	42,358	54,668
495	Furniture	850	850	7,906
30,309	Materials	6,000	6,000	11,000
55,542	Catering Costs	39,000	39,000	44,000
1,105	Clothing,Uniforms and Laundry	1,749	1,749	1,749
1,031	Printing and Reprographics	3,000	3,000	3,000
297	Direct Service Charge - Graphic Design Costs	264	264	264
3,773	Stationery and Office Expenses	1,750	1,750	1,750
0	Postage	150	150	150
9,439	Telephones	5,900	5,900	5,900
48,064	Hardware, Software & Other Computing	348	348	348
909	Medical Fees	150	150	150
2,353	Other Professional Fees	4,675	4,675	4,675
60,487	Premises & Room Hire	65,000	65,000	65,000
68	Advertising, Promotion & Notices	0	0	0
0	Licenses	146	146	146
	<b><u>Third Party Payments</u></b>			
3,860	Direct Service Charge-Cleansing	3,525	3,525	3,613
	<b><u>Transfer Payments</u></b>			
300	Client Personal Allowances	500	500	500
	<b><u>Support Services</u></b>			
248,308	Internal Recharges and Transfers	273,416	262,857	283,663
108,345	Central Premises Recharges	103,966	103,966	113,468
	<b><u>Capital Charges and Financing Costs</u></b>			
32,083	Non-current Assets Depreciation & Amortisation	32,083	32,083	32,083
104,839	Impairment & Revaluation Losses	0	0	0
<b><u>2,611,127</u></b>	<b><u>Expenditure</u></b>	<b><u>3,204,133</u></b>	<b><u>3,193,574</u></b>	<b><u>3,781,552</u></b>

**INCOME**

**External Grants and Reimbursements**

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
-136,950	Grants and Subsidies	0	0	0
-1,362,594	Reimbursements and Contributions	-1,331,305	-1,331,305	-1,782,285
	<b><u>Customer and Client Receipts</u></b>			
208	Rents	-5,000	-5,000	-5,000
	<b><u>Support Services</u></b>			
-534,994	Internal Recharges and Transfers-Revenue	-534,994	-534,994	-534,994
<b><u>-2,034,329</u></b>	<b><u>Income</u></b>	<b><u>-1,871,299</u></b>	<b><u>-1,871,299</u></b>	<b><u>-2,322,279</u></b>
<b><u>576,798</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,332,834</u></b>	<b><u>1,322,275</u></b>	<b><u>1,459,273</u></b>

**INTEGRATED CARE AND HEALTH  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT INFORMATION AND EARLY INTERVENTION - PS EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
373,623	Voluntary & Independent Sector Payments	382,121	382,121	383,291
	<b><u>Support Services</u></b>			
33,794	Internal Recharges and Transfers	30,669	30,669	32,513
<b><u>407,417</u></b>	<b><u>Expenditure</u></b>	<b><u>412,790</u></b>	<b><u>412,790</u></b>	<b><u>415,804</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-371,233	Reimbursements and Contributions	-364,733	-364,733	-365,264
<b><u>-371,233</u></b>	<b><u>Income</u></b>	<b><u>-364,733</u></b>	<b><u>-364,733</u></b>	<b><u>-365,264</u></b>
<b><u>36,184</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>48,057</u></b>	<b><u>48,057</u></b>	<b><u>50,540</u></b>



**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SENSORY SUPPORT</u></b>			
	<b><u>NURSING CARE - SS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
24,850	3rd Party Payments to Care Providers	13,586	13,586	17,865
	<b><u>Support Services</u></b>			
66,089	Internal Recharges and Transfers	68,497	68,497	80,711
<u>90,939</u>	<u>Expenditure</u>	<u>82,083</u>	<u>82,083</u>	<u>98,576</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-10,532	Sales, Fees and Charges	-2,352	-2,352	-2,352
<u>-10,532</u>	<u>Income</u>	<u>-2,352</u>	<u>-2,352</u>	<u>-2,352</u>
<u>80,407</u>	<u>NET EXPENDITURE</u>	<u>79,731</u>	<u>79,731</u>	<u>96,224</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SENSORY SUPPORT</u></b>			
	<b><u>RESIDENTIAL CARE - SS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
164,328	3rd Party Payments to Care Providers	145,446	145,446	230,353
	<b><u>Support Services</u></b>			
11,546	Internal Recharges and Transfers	11,646	11,646	12,446
<u>175,874</u>	<u>Expenditure</u>	<u>157,092</u>	<u>157,092</u>	<u>242,799</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-40,061	Sales, Fees and Charges	-22,285	-22,285	-48,540
<u>-40,061</u>	<u>Income</u>	<u>-22,285</u>	<u>-22,285</u>	<u>-48,540</u>
<u>135,813</u>	<u>NET EXPENDITURE</u>	<u>134,807</u>	<u>134,807</u>	<u>194,259</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SENSORY SUPPORT</u></b>			
	<b><u>DIRECT PAYMENTS - SS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Transfer Payments</u></b>			
340,135	Direct Payments to Social Care Clients	399,147	399,147	426,323
	<b><u>Support Services</u></b>			
8,663	Internal Recharges and Transfers	11,009	11,009	11,384
<u>348,798</u>	<u>Expenditure</u>	<u>410,156</u>	<u>410,156</u>	<u>437,707</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-15,665	Grants and Subsidies	-15,665	-15,665	-15,665
	<b><u>Customer and Client Receipts</u></b>			
-40,157	Sales, Fees and Charges	-55,204	-55,204	-56,726
<u>-55,822</u>	<u>Income</u>	<u>-70,869</u>	<u>-70,869</u>	<u>-72,391</u>
<u>292,976</u>	<u>NET EXPENDITURE</u>	<u>339,287</u>	<u>339,287</u>	<u>365,316</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SENSORY SUPPORT</u></b>			
	<b><u>HOME CARE - SS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
252,635	3rd Party Payments to Care Providers	283,083	283,083	328,444
	<b><u>Support Services</u></b>			
1,953	Internal Recharges and Transfers	0	0	0
<u>254,588</u>	<u>Expenditure</u>	<u>283,083</u>	<u>283,083</u>	<u>328,444</u>
<u>254,588</u>	<u>NET EXPENDITURE</u>	<u>283,083</u>	<u>283,083</u>	<u>328,444</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SENSORY SUPPORT</u></b>			
	<b><u>INFORMATION AND EARLY INTERVENTION - SS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
8,742	Equipment	16,380	16,380	16,380
	<b><u>Third Party Payments</u></b>			
101,000	Voluntary & Independent Sector Payments	99,920	99,920	103,586
	<b><u>Support Services</u></b>			
7,547	Internal Recharges and Transfers	7,784	7,784	8,297
<u>117,289</u>	<u>Expenditure</u>	<u>124,084</u>	<u>124,084</u>	<u>128,263</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-101,000	Reimbursements and Contributions	-101,000	-101,000	-101,000
<u>-101,000</u>	<u>Income</u>	<u>-101,000</u>	<u>-101,000</u>	<u>-101,000</u>
<u>16,289</u>	<b><u>NET EXPENDITURE</u></b>	<u>23,084</u>	<u>23,084</u>	<u>27,263</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>NURSING CARE - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
220,948	3rd Party Payments to Care Providers	124,687	124,687	252,300
	<b><u>Support Services</u></b>			
1,429,774	Internal Recharges and Transfers	1,431,085	1,431,085	1,584,624
<u>1,650,723</u>	<u>Expenditure</u>	<u>1,555,772</u>	<u>1,555,772</u>	<u>1,836,924</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-133,532	Sales, Fees and Charges	-27,924	-27,924	-27,924
<u>-133,532</u>	<u>Income</u>	<u>-27,924</u>	<u>-27,924</u>	<u>-27,924</u>
<u>1,517,191</u>	<u>NET EXPENDITURE</u>	<u>1,527,848</u>	<u>1,527,848</u>	<u>1,809,000</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>RESIDENTIAL CARE - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
110	Employee Retirement Costs	0	0	0
	<b><u>Third Party Payments</u></b>			
7,338,942	3rd Party Payments to Care Providers	8,052,287	8,052,287	8,766,891
	<b><u>Support Services</u></b>			
336,245	Internal Recharges and Transfers	336,258	335,725	333,266
<b><u>7,675,296</u></b>	<b><u>Expenditure</u></b>	<b><u>8,388,545</u></b>	<b><u>8,388,012</u></b>	<b><u>9,100,157</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-502,444	Reimbursements and Contributions	-502,440	-502,440	-502,440
	<b><u>Customer and Client Receipts</u></b>			
-2,946,451	Sales, Fees and Charges	-3,089,144	-3,089,144	-3,229,937
<b><u>-3,448,895</u></b>	<b><u>Income</u></b>	<b><u>-3,591,584</u></b>	<b><u>-3,591,584</u></b>	<b><u>-3,732,377</u></b>
<b><u>4,226,402</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>4,796,961</u></b>	<b><u>4,796,428</u></b>	<b><u>5,367,780</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>SUPPORTED ACCOMMODATION - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
198,463	3rd Party Payments to Care Providers	100,364	100,364	134,834
<u>198,463</u>	<u>Expenditure</u>	<u>100,364</u>	<u>100,364</u>	<u>134,834</u>
<u>198,463</u>	<u>NET EXPENDITURE</u>	<u>100,364</u>	<u>100,364</u>	<u>134,834</u>



**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>DIRECT PAYMENTS - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Transfer Payments</u></b>			
61,889	Direct Payments to Social Care Clients	46,986	46,986	49,284
	<b><u>Support Services</u></b>			
14,116	Internal Recharges and Transfers	14,372	14,372	15,323
<u>76,004</u>	<u>Expenditure</u>	<u>61,358</u>	<u>61,358</u>	<u>64,607</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-4,910	Sales, Fees and Charges	-7,667	-7,667	-7,879
<u>-4,910</u>	<u>Income</u>	<u>-7,667</u>	<u>-7,667</u>	<u>-7,879</u>
<u>71,095</u>	<u>NET EXPENDITURE</u>	<u>53,691</u>	<u>53,691</u>	<u>56,728</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>HOME CARE - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
310,188	3rd Party Payments to Care Providers	308,152	308,152	379,991
	<b><u>Support Services</u></b>			
24,375	Internal Recharges and Transfers	24,044	24,044	25,632
<u>334,563</u>	<u>Expenditure</u>	<u>332,196</u>	<u>332,196</u>	<u>405,623</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-60,000	Reimbursements and Contributions	-60,000	-60,000	-60,000
	<b><u>Customer and Client Receipts</u></b>			
-141,975	Sales, Fees and Charges	-149,026	-149,026	-153,134
<u>-201,975</u>	<u>Income</u>	<u>-209,026</u>	<u>-209,026</u>	<u>-213,134</u>
<u>132,588</u>	<u>NET EXPENDITURE</u>	<u>123,170</u>	<u>123,170</u>	<u>192,489</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
£		£	£	£
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>SUPPORTED LIVING - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
406,294	3rd Party Payments to Care Providers	319,402	319,402	337,649
<u>406,294</u>	<u>Expenditure</u>	<u>319,402</u>	<u>319,402</u>	<u>337,649</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-258,324	Reimbursements and Contributions	-258,323	-258,323	-258,323
<u>-258,324</u>	<u>Income</u>	<u>-258,323</u>	<u>-258,323</u>	<u>-258,323</u>
<u>147,970</u>	<u>NET EXPENDITURE</u>	<u>61,079</u>	<u>61,079</u>	<u>79,326</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>DAY CARE - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
464,690	Non-Teachers Pay	502,769	502,769	513,598
5,447	Employee Retirement Costs	0	0	0
389	Employee Insurance Costs	387	387	387
0	Internal Training Costs	50	50	50
1,600	Other Training Expenses	0	0	0
	<b><u>Premises Related Expenses</u></b>			
337	Repairs and Maintenance	0	0	0
	<b><u>Transport Related Expenses</u></b>			
2,563	Travel Expenses	245	245	245
	<b><u>Supplies and Services</u></b>			
1,168	Equipment	1,200	1,200	1,200
0	Furniture	500	500	500
1,191	Materials	2,500	2,500	2,500
6,278	Catering Costs	18,000	18,000	18,000
-33	Clothing,Uniforms and Laundry	400	400	400
255	Printing and Reprographics	250	250	250
470	Stationery and Office Expenses	600	600	600
81	Postage	50	50	50
4,883	Telephones	2,720	2,720	2,720
4,381	Hardware, Software & Other Computing	0	0	0
0	Medical Fees	100	100	100
2,193	Direct Service Charge-Security	2,215	2,215	2,270
158	Licenses	150	150	150
	<b><u>Third Party Payments</u></b>			
68,810	Voluntary & Independent Sector Payments	68,810	68,810	70,572
73	Direct Service Charge-Civil Engineering	0	0	0
2,465	Direct Service Charge-Cleansing	2,441	2,441	2,552
	<b><u>Support Services</u></b>			
480,842	Internal Recharges and Transfers	533,087	491,282	451,232
63,458	Central Premises Recharges	65,245	65,245	71,208
	<b><u>Capital Charges and Financing Costs</u></b>			
36,048	Non-current Assets Depreciation & Amortisation	36,048	36,048	36,048
<b><u>1,147,744</u></b>	<b><u>Expenditure</u></b>	<b><u>1,237,767</u></b>	<b><u>1,195,962</u></b>	<b><u>1,174,632</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-1,600	Grants and Subsidies	0	0	0
-432,614	Reimbursements and Contributions	-432,613	-432,613	-433,095
	<b><u>Customer and Client Receipts</u></b>			
-59,143	Sales, Fees and Charges	-195,550	-195,550	-200,941
	<b><u>Support Services</u></b>			
-4,767	Internal Recharges and Transfers-Revenue	-4,767	-4,767	-4,767
<b><u>-498,124</u></b>	<b><u>Income</u></b>	<b><u>-632,930</u></b>	<b><u>-632,930</u></b>	<b><u>-638,803</u></b>
<b><u>649,619</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>604,837</u></b>	<b><u>563,032</u></b>	<b><u>535,829</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>NURSING CARE - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
2,701	3rd Party Payments to Care Providers	1,183	1,183	0
	<b><u>Support Services</u></b>			
309,844	Internal Recharges and Transfers	452,699	452,699	391,562
<u>312,546</u>	<u>Expenditure</u>	<u>453,882</u>	<u>453,882</u>	<u>391,562</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-652	Sales, Fees and Charges	0	0	0
<u>-652</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>311,894</u>	<u>NET EXPENDITURE</u>	<u>453,882</u>	<u>453,882</u>	<u>391,562</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>RESIDENTIAL CARE - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Transport Related Expenses</u></b>			
4	Travel Expenses	0	0	0
	<b><u>Third Party Payments</u></b>			
2,583,563	3rd Party Payments to Care Providers	2,474,982	2,474,982	2,687,129
	<b><u>Support Services</u></b>			
724,426	Internal Recharges and Transfers	712,949	712,949	800,296
<b><u>3,307,993</u></b>	<b><u>Expenditure</u></b>	<b><u>3,187,931</u></b>	<b><u>3,187,931</u></b>	<b><u>3,487,425</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-50,000	Reimbursements and Contributions	-50,000	-50,000	-50,000
	<b><u>Customer and Client Receipts</u></b>			
-141,282	Sales, Fees and Charges	-122,029	-122,029	-121,029
<b><u>-191,282</u></b>	<b><u>Income</u></b>	<b><u>-172,029</u></b>	<b><u>-172,029</u></b>	<b><u>-171,029</u></b>
<b><u>3,116,711</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>3,015,902</u></b>	<b><u>3,015,902</u></b>	<b><u>3,316,396</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>DIRECT PAYMENTS - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Transfer Payments</u></b>			
5,429,100	Direct Payments to Social Care Clients	5,031,239	5,031,239	5,756,510
	<b><u>Support Services</u></b>			
544,179	Internal Recharges and Transfers	557,413	556,739	585,339
<u>5,973,279</u>	<u>Expenditure</u>	<u>5,588,652</u>	<u>5,587,978</u>	<u>6,341,849</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-424,722	Grants and Subsidies	-874,722	-874,722	-874,722
-822,418	Reimbursements and Contributions	-810,000	-810,000	-1,060,086
	<b><u>Customer and Client Receipts</u></b>			
-502,479	Sales, Fees and Charges	-560,698	-560,698	-576,154
	<b><u>Support Services</u></b>			
-44,467	Internal Recharges and Transfers-Revenue	-39,206	-39,206	-39,206
<u>-1,794,085</u>	<u>Income</u>	<u>-2,284,626</u>	<u>-2,284,626</u>	<u>-2,550,168</u>
<u>4,179,194</u>	<u>NET EXPENDITURE</u>	<u>3,304,026</u>	<u>3,303,352</u>	<u>3,791,681</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>HOME CARE - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
741,183	3rd Party Payments to Care Providers	749,109	749,109	1,309,352
	<b><u>Support Services</u></b>			
101,721	Internal Recharges and Transfers	125,364	125,364	150,387
<u>842,904</u>	<u>Expenditure</u>	<u>874,473</u>	<u>874,473</u>	<u>1,459,739</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-4,295	Grants and Subsidies	-4,295	-4,295	-4,295
-230,000	Reimbursements and Contributions	-230,000	-230,000	-230,000
	<b><u>Customer and Client Receipts</u></b>			
-104,240	Sales, Fees and Charges	-109,417	-109,417	-112,433
	<b><u>Support Services</u></b>			
-20,857	Internal Recharges and Transfers-Revenue	-19,760	-19,760	-19,760
<u>-359,392</u>	<u>Income</u>	<u>-363,472</u>	<u>-363,472</u>	<u>-366,488</u>
<u>483,512</u>	<u>NET EXPENDITURE</u>	<u>511,001</u>	<u>511,001</u>	<u>1,093,251</u>



**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>SUPPORTED LIVING - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
2,746,258	Non-Teachers Pay	3,508,028	3,238,028	3,280,478
84,059	Employee Retirement Costs	100	100	100
4,588	Employee Insurance Costs	4,563	4,563	4,563
0	Internal Training Costs	200	200	200
0	Other Training Expenses	200	200	200
	<b><u>Premises Related Expenses</u></b>			
3,890	Repairs and Maintenance	3,000	3,000	3,000
676	Energy Costs	700	700	1,700
906	Rents & Rates	20,565	20,565	20,565
797	Water & Sewerage	600	600	600
-38	Cleaning & Domestic Services	0	0	0
2,409	Direct Service Charge-Cleaning	2,433	2,433	2,494
	<b><u>Transport Related Expenses</u></b>			
0	Direct Transport Costs	100	100	100
0	External Transport Hire & Contracts	1,000	1,000	1,000
3,415	Travel Expenses	6,150	6,150	6,150
	<b><u>Supplies and Services</u></b>			
-219	Equipment	1,500	1,500	1,500
1,557	Furniture	1,000	1,000	1,000
1,782	Materials	1,000	1,000	1,000
26,584	Catering Costs	35,000	35,000	35,000
70	Clothing,Uniforms and Laundry	500	500	500
1,925	Printing and Reprographics	1,500	1,500	1,500
64	Direct Service Charge - Graphic Design Costs	10	10	10
993	Stationery and Office Expenses	1,230	1,230	1,230
32	Postage	50	50	50
5,224	Telephones	17,200	17,200	17,200
4,499	Hardware, Software & Other Computing	10,200	10,200	10,200
2,061	Medical Fees	500	500	500
2,002	Other Professional Fees	500	500	500
0	Exam & Course Fees (incl. students & clients)	50	50	50
308	Other Supplies & Services	0	0	0
0	Professional Meetings	100	100	100
	<b><u>Third Party Payments</u></b>			
9,888,369	3rd Party Payments to Care Providers	8,247,323	8,517,323	10,934,024
270	Voluntary & Independent Sector Payments	0	0	0
153	Direct Service Charge-Cleansing	0	0	0
	<b><u>Support Services</u></b>			
2,612,927	Internal Recharges and Transfers	2,684,446	2,651,387	2,882,644
	<b><u>Capital Charges and Financing Costs</u></b>			
2,835	Non-current Assets Depreciation & Amortisation	2,835	2,835	2,835
<b><u>15,398,394</u></b>	<b><u>Expenditure</u></b>	<b><u>14,552,583</u></b>	<b><u>14,519,524</u></b>	<b><u>17,210,993</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual</b>		<b>Allowed</b>	<b>Revised</b>	<b>Forward</b>
<b>Expenditure</b>		<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
<b><u>2020/21</u></b>	<b>INCOME</b>	<b><u>2021/22</u></b>	<b><u>2021/22</u></b>	<b><u>2022/23</u></b>
<b>£</b>	<b><u>External Grants and Reimbursements</u></b>	<b>£</b>	<b>£</b>	<b>£</b>
-429,462	Grants and Subsidies	-1,273,522	-1,273,522	-2,652,518
-1,718,313	Reimbursements and Contributions	-1,718,313	-1,718,313	-1,718,313
	<b><u>Customer and Client Receipts</u></b>			
-233,660	Sales, Fees and Charges	-271,264	-271,264	-278,025
	<b><u>Support Services</u></b>			
-777,251	Internal Recharges and Transfers-Revenue	-818,703	-818,703	-818,703
<b><u>-3,158,686</u></b>	<b><u>Income</u></b>	<b><u>-4,081,802</u></b>	<b><u>-4,081,802</u></b>	<b><u>-5,467,559</u></b>
<b><u>12,239,708</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>10,470,781</u></b>	<b><u>10,437,722</u></b>	<b><u>11,743,434</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>DAY CARE - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,341,129	Non-Teachers Pay	1,411,865	1,411,865	1,451,470
9,076	Employee Retirement Costs	200	200	200
1,566	Employee Insurance Costs	1,558	1,558	1,558
0	Internal Training Costs	500	500	500
2,250	Other Training Expenses	0	0	0
	<b><u>Premises Related Expenses</u></b>			
377	Repairs and Maintenance	500	500	500
892	Direct Service Charge-Ground Maintenance	794	794	814
35	Cleaning & Domestic Services	0	0	0
8,347	Direct Service Charge-Cleaning	8,430	8,430	8,641
9,716	Direct Service Charge-Caretaking	9,813	9,813	10,058
	<b><u>Transport Related Expenses</u></b>			
10,259	Direct Service Charge-Pooled Transport Costs	9,677	7,902	8,547
2,049	Travel Expenses	3,727	3,727	3,727
	<b><u>Supplies and Services</u></b>			
2,117	Equipment	8,200	8,200	8,200
120	Furniture	300	300	300
1,244	Materials	3,700	3,700	3,700
3,874	Catering Costs	10,000	10,000	10,000
63	Clothing,Uniforms and Laundry	250	250	250
896	Printing and Reprographics	1,200	1,200	1,200
0	Direct Service Charge - Graphic Design Costs	116	116	116
397	Stationery and Office Expenses	650	650	650
33	Postage	100	100	100
11,027	Telephones	8,250	8,250	8,250
11,544	Hardware, Software & Other Computing	3,360	3,360	3,360
1,179	Medical Fees	1,300	1,300	1,300
283	Other Professional Fees	3,895	3,895	3,895
29,760	Premises & Room Hire	50,000	50,000	50,000
0	Professional Meetings	600	600	600
0	Licenses	650	650	650
	<b><u>Third Party Payments</u></b>			
358,335	3rd Party Payments to Care Providers	570,552	570,552	603,147
30,303	Voluntary & Independent Sector Payments	40,000	40,000	40,000
97	Direct Service Charge-Civil Engineering	0	0	0
4,610	Direct Service Charge-Cleansing	4,565	4,565	4,772
	<b><u>Support Services</u></b>			
715,612	Internal Recharges and Transfers	783,287	747,345	770,942
89,804	Central Premises Recharges	92,046	92,046	100,459
	<b><u>Capital Charges and Financing Costs</u></b>			
48,260	Non-current Assets Depreciation & Amortisation	48,260	47,800	47,560
<b><u>2,695,254</u></b>	<b><u>Expenditure</u></b>	<b><u>3,078,345</u></b>	<b><u>3,040,168</u></b>	<b><u>3,145,466</u></b>

**INCOME**

**External Grants and Reimbursements**

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
-2,250	Grants and Subsidies	0	0	0
-474,818	Reimbursements and Contributions	-400,000	-400,000	-400,000
	<b><u>Customer and Client Receipts</u></b>			
-148,313	Sales, Fees and Charges	-510,122	-510,122	-523,526
	<b><u>Support Services</u></b>			
-176,903	Internal Recharges and Transfers-Revenue	-175,028	-175,028	-175,028
<b><u>-802,283</u></b>	<b><u>Income</u></b>	<b><u>-1,085,150</u></b>	<b><u>-1,085,150</u></b>	<b><u>-1,098,554</u></b>
<b><u>1,892,971</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,993,195</u></b>	<b><u>1,955,018</u></b>	<b><u>2,046,912</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>	<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>LEARNING DISABILITY SUPPORT</u></b>			
<b><u>INFORMATION AND EARLY INTERVENTION - LD</u></b>			
<b><u>EXPENDITURE</u></b>			
<b><u>Third Party Payments</u></b>			
0 3rd Party Payments to Other Local Authorities	80,000	80,000	0
0 <u>Expenditure</u>	<u>80,000</u>	<u>80,000</u>	<u>0</u>
0 <u>NET EXPENDITURE</u>	<u>80,000</u>	<u>80,000</u>	<u>0</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>NURSING CARE - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
0	3rd Party Payments to Care Providers	37,751	37,751	2,695
	<b><u>Support Services</u></b>			
907,946	Internal Recharges and Transfers	949,452	949,452	1,049,809
<u>907,946</u>	<u>Expenditure</u>	<u>987,203</u>	<u>987,203</u>	<u>1,052,504</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-1,643	Sales, Fees and Charges	-7,660	-7,660	-7,660
<u>-1,643</u>	<u>Income</u>	<u>-7,660</u>	<u>-7,660</u>	<u>-7,660</u>
<u>906,303</u>	<u>NET EXPENDITURE</u>	<u>979,543</u>	<u>979,543</u>	<u>1,044,844</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>RESIDENTIAL CARE - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
956,818	3rd Party Payments to Care Providers	787,737	787,737	1,068,258
	<b><u>Support Services</u></b>			
484,497	Internal Recharges and Transfers	472,564	472,564	584,860
<u>1,441,315</u>	<u>Expenditure</u>	<u>1,260,301</u>	<u>1,260,301</u>	<u>1,653,118</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-241,215	Sales, Fees and Charges	-285,168	-285,168	-283,279
<u>-241,215</u>	<u>Income</u>	<u>-285,168</u>	<u>-285,168</u>	<u>-283,279</u>
<u>1,200,099</u>	<u>NET EXPENDITURE</u>	<u>975,133</u>	<u>975,133</u>	<u>1,369,839</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>DIRECT PAYMENTS - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Transfer Payments</u></b>			
71,587	Direct Payments to Social Care Clients	110,839	110,839	45,295
	<b><u>Support Services</u></b>			
13,546	Internal Recharges and Transfers	14,755	14,755	15,436
<u>85,134</u>	<u>Expenditure</u>	<u>125,594</u>	<u>125,594</u>	<u>60,731</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-12,708	Sales, Fees and Charges	-16,031	-16,031	-16,473
	<b><u>Support Services</u></b>			
-68,389	Internal Recharges and Transfers-Revenue	-49,660	-49,660	0
<u>-81,097</u>	<u>Income</u>	<u>-65,691</u>	<u>-65,691</u>	<u>-16,473</u>
<u>4,037</u>	<u>NET EXPENDITURE</u>	<u>59,903</u>	<u>59,903</u>	<u>44,258</u>



**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>HOME CARE - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
331,717	3rd Party Payments to Care Providers	403,525	403,525	408,058
	<b><u>Support Services</u></b>			
106,934	Internal Recharges and Transfers	87,634	87,634	106,713
<u>438,652</u>	<u>Expenditure</u>	<u>491,159</u>	<u>491,159</u>	<u>514,771</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-60,000	Reimbursements and Contributions	-60,000	-60,000	-60,000
	<b><u>Customer and Client Receipts</u></b>			
-21,401	Sales, Fees and Charges	-22,463	-22,463	-23,083
<u>-81,401</u>	<u>Income</u>	<u>-82,463</u>	<u>-82,463</u>	<u>-83,083</u>
<u>357,251</u>	<u>NET EXPENDITURE</u>	<u>408,696</u>	<u>408,696</u>	<u>431,688</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>SUPPORTED LIVING - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
466,625	3rd Party Payments to Care Providers	481,121	481,121	503,018
	<b><u>Support Services</u></b>			
264,522	Internal Recharges and Transfers	300,928	300,928	329,664
<u>731,146</u>	<u>Expenditure</u>	<u>782,049</u>	<u>782,049</u>	<u>832,682</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-96,000	Reimbursements and Contributions	-96,000	-96,000	-96,000
<u>-96,000</u>	<u>Income</u>	<u>-96,000</u>	<u>-96,000</u>	<u>-96,000</u>
<u>635,146</u>	<u>NET EXPENDITURE</u>	<u>686,049</u>	<u>686,049</u>	<u>736,682</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>DAY CARE - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
107	Employee Insurance Costs	107	107	107
	<b><u>Third Party Payments</u></b>			
348	3rd Party Payments to Care Providers	458	458	485
	<b><u>Support Services</u></b>			
27,134	Internal Recharges and Transfers	29,916	29,916	31,256
<u>27,589</u>	<u>Expenditure</u>	<u>30,481</u>	<u>30,481</u>	<u>31,848</u>
<u>27,589</u>	<u>NET EXPENDITURE</u>	<u>30,481</u>	<u>30,481</u>	<u>31,848</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>REABLEMENT SERVICES - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
155,672	Non-Teachers Pay	154,646	154,646	164,379
153	Employee Insurance Costs	152	152	152
300	Other Training Expenses	0	0	0
	<b><u>Premises Related Expenses</u></b>			
0	Rents & Rates	2,620	2,620	2,620
	<b><u>Transport Related Expenses</u></b>			
3,955	Travel Expenses	2,650	2,650	2,650
	<b><u>Supplies and Services</u></b>			
119	Equipment	500	500	500
189	Materials	150	150	150
83	Printing and Reprographics	150	150	150
0	Direct Service Charge - Graphic Design Costs	50	50	50
44	Stationery and Office Expenses	300	300	300
2,293	Telephones	800	800	800
1,853	Hardware, Software & Other Computing	160	160	160
	<b><u>Support Services</u></b>			
30,686	Internal Recharges and Transfers	31,683	31,353	33,085
<b><u>195,347</u></b>	<b><u>Expenditure</u></b>	<b><u>193,861</u></b>	<b><u>193,531</u></b>	<b><u>204,996</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-300	Grants and Subsidies	0	0	0
	<b><u>Support Services</u></b>			
-254,577	Internal Recharges and Transfers-Revenue	-241,186	-241,186	-241,186
<b><u>-254,877</u></b>	<b><u>Income</u></b>	<b><u>-241,186</u></b>	<b><u>-241,186</u></b>	<b><u>-241,186</u></b>
<b><u>-59,531</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>-47,325</u></b>	<b><u>-47,655</u></b>	<b><u>-36,190</u></b>

**INTEGRATED CARE AND HEALTH  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT INFORMATION AND EARLY INTERVENTION - MH EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
53,794	Voluntary & Independent Sector Payments	58,574	58,574	59,417
	<b><u>Support Services</u></b>			
4,400	Internal Recharges and Transfers	4,539	4,539	4,841
<u>58,194</u>	<u>Expenditure</u>	<u>63,113</u>	<u>63,113</u>	<u>64,258</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-53,794	Reimbursements and Contributions	-59,934	-59,934	-61,289
<u>-53,794</u>	<u>Income</u>	<u>-59,934</u>	<u>-59,934</u>	<u>-61,289</u>
<u>4,400</u>	<u>NET EXPENDITURE</u>	<u>3,179</u>	<u>3,179</u>	<u>2,969</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT FOR CARERS</u></b>			
	<b><u>OTHER CARER SERVICES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
49,848	3rd Party Payments to Care Providers	48,239	48,239	48,239
824,600	Voluntary & Independent Sector Payments	731,700	731,700	731,700
	<b><u>Support Services</u></b>			
31,226	Internal Recharges and Transfers	34,241	34,241	36,323
<u>905,674</u>	<u>Expenditure</u>	<u>814,180</u>	<u>814,180</u>	<u>816,262</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-874,448	Reimbursements and Contributions	-772,000	-772,000	-772,000
<u>-874,448</u>	<u>Income</u>	<u>-772,000</u>	<u>-772,000</u>	<u>-772,000</u>
<u>31,226</u>	<u>NET EXPENDITURE</u>	<u>42,180</u>	<u>42,180</u>	<u>44,262</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ASSISTIVE EQUIPMENT AND TECHNOLOGY</u></b>			
	<b><u>OCCUPATIONAL THERAPY</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
962,358	Non-Teachers Pay	1,061,056	1,061,056	1,150,267
23,963	Agency Staff	0	0	0
319	Employee Insurance Costs	318	318	318
0	Internal Training Costs	300	300	300
593	Other Training Expenses	0	0	0
	<b><u>Premises Related Expenses</u></b>			
110,229	Repairs and Maintenance	0	0	100,000
	<b><u>Transport Related Expenses</u></b>			
6,485	Direct Service Charge-Pooled Transport Costs	6,505	3,007	3,231
26,504	Travel Expenses	31,600	31,600	31,600
	<b><u>Supplies and Services</u></b>			
75,486	Equipment	134,597	134,597	34,597
70	Printing and Reprographics	4,000	4,000	4,000
0	Direct Service Charge - Graphic Design Costs	201	201	201
103	Stationery and Office Expenses	2,176	2,176	2,176
0	Postage	784	784	784
3,309	Telephones	6,016	6,016	6,016
11,113	Hardware, Software & Other Computing	0	0	0
123	Medical Fees	0	0	0
60,205	Consultants	65,756	65,756	65,756
	<b><u>Third Party Payments</u></b>			
1,090	Direct Service Charge-Civil Engineering	0	0	0
652,105	3rd Party Payments to Private Contractors	609,000	609,000	609,000
	<b><u>Support Services</u></b>			
149,076	Internal Recharges and Transfers	151,524	151,434	155,533
	<b><u>Capital Charges and Financing Costs</u></b>			
5,592	Non-current Assets Depreciation & Amortisation	5,592	0	0
<b><u>2,088,723</u></b>	<b><u>Expenditure</u></b>	<b><u>2,079,425</u></b>	<b><u>2,070,245</u></b>	<b><u>2,163,779</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-593	Grants and Subsidies	0	0	0
-1,465,730	Reimbursements and Contributions	-1,493,921	-1,493,921	-1,555,347
	<b><u>Customer and Client Receipts</u></b>			
0	Sales, Fees and Charges	-494	-494	-494
<b><u>-1,466,323</u></b>	<b><u>Income</u></b>	<b><u>-1,494,415</u></b>	<b><u>-1,494,415</u></b>	<b><u>-1,555,841</u></b>
<b><u>622,400</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>585,010</u></b>	<b><u>575,830</u></b>	<b><u>607,938</u></b>

**INTEGRATED CARE AND HEALTH  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>ASSISTIVE EQUIPMENT AND TECHNOLOGY</u></b>			
	<b><u>CARELINE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
158,606	Non-Teachers Pay	168,494	168,494	689,000
0	Employee Recruitment Costs	0	0	480
	<b><u>Transport Related Expenses</u></b>			
5,841	Direct Service Charge-Pooled Transport Costs	6,572	8,321	21,074
5,440	Travel Expenses	7,707	7,707	8,707
	<b><u>Supplies and Services</u></b>			
39,918	Equipment	111,138	111,138	187,967
0	Catering Costs	1,400	1,400	1,400
0	Clothing,Uniforms and Laundry	280	280	2,646
4,894	Printing and Reprographics	7,800	7,800	10,800
1,240	Direct Service Charge - Graphic Design Costs	5,223	5,223	5,346
0	Stationery and Office Expenses	0	0	825
0	Postage	0	0	380
974	Telephones	1,774	1,774	3,826
3,888	Hardware, Software & Other Computing	0	0	34,951
0	Legal Fees	500	500	500
78	Medical Fees	0	0	0
0	Other Professional Fees	0	0	300
0	Direct Service Charge-Security	0	0	1,839
21,707	Other Supplies & Services	1,042	1,042	1,042
4,017	Advertising, Promotion & Notices	12,446	12,446	12,446
0	Licenses	0	0	147
	<b><u>Support Services</u></b>			
-38,340	Internal Recharges and Transfers	-193,329	-193,329	-176,168
	<b><u>Capital Charges and Financing Costs</u></b>			
0	Non-current Assets Depreciation & Amortisation	0	0	6,960
<b><u>208,262</u></b>	<b><u>Expenditure</u></b>	<b><u>131,047</u></b>	<b><u>132,796</u></b>	<b><u>814,468</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-72,000	Reimbursements and Contributions	-72,000	-72,000	-72,000
	<b><u>Customer and Client Receipts</u></b>			
-3,289	Sales, Fees and Charges	0	0	-753,694
	<b><u>Support Services</u></b>			
-86,172	Internal Recharges and Transfers-Revenue	-43,172	-43,172	134,347
<b><u>-161,461</u></b>	<b><u>Income</u></b>	<b><u>-115,172</u></b>	<b><u>-115,172</u></b>	<b><u>-691,347</u></b>
<b><u>46,801</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>15,875</u></b>	<b><u>17,624</u></b>	<b><u>123,121</u></b>



**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>ASSESSMENT AND CARE MANAGEMENT</u></b>				
<b><u>CARE MANAGEMENT TEAMS</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
5,417,843	Non-Teachers Pay	6,002,871	6,013,920	6,502,952
205,475	Agency Staff	0	0	0
13,201	IR35 Employees	0	0	0
310	Employee Retirement Costs	0	0	0
4,882	Employee Insurance Costs	4,855	4,855	4,855
0	Internal Training Costs	95	95	95
21,593	Other Training Expenses	18,486	18,486	18,486
<b><u>Premises Related Expenses</u></b>				
581	Repairs and Maintenance	0	0	0
<b><u>Transport Related Expenses</u></b>				
5,748	External Transport Hire & Contracts	10,500	10,500	10,500
95,842	Travel Expenses	156,719	156,719	156,719
<b><u>Supplies and Services</u></b>				
47,008	Equipment	19,820	19,820	19,820
0	Furniture	50	50	50
966	Materials	2,160	2,160	2,160
0	Catering Costs	50	50	50
1,159	Printing and Reprographics	1,100	1,100	1,100
35	Direct Service Charge - Graphic Design Costs	363	363	363
1,798	Stationery and Office Expenses	2,075	2,075	2,075
0	Postage	50	50	50
30,710	Telephones	11,045	11,045	11,045
74,668	Hardware, Software & Other Computing	7,740	7,740	7,740
520	Legal Fees	0	0	0
701	Medical Fees	550	550	550
163,102	Other Professional Fees	182,000	170,951	170,951
1,725	Premises & Room Hire	150	150	150
0	Professional Meetings	20	20	20
114	Subscriptions	0	0	0
<b><u>Third Party Payments</u></b>				
115,558	3rd Party Payments to Other Local Authorities	60,300	60,300	0
87,967	3rd Party Payments to Care Providers	400,614	400,614	400,614
828	Voluntary & Independent Sector Payments	0	0	0
2,933	Supporting People Payments-internal provision	0	0	0
<b><u>Transfer Payments</u></b>				
723	Client Personal Allowances	500	500	500
<b><u>Support Services</u></b>				
1,246,515	Internal Recharges and Transfers	1,361,334	1,323,802	1,432,518
187,261	Central Premises Recharges	62,587	62,587	68,307
<b><u>7,729,766</u></b>	<b><u>Expenditure</u></b>	<b><u>8,306,034</u></b>	<b><u>8,268,502</u></b>	<b><u>8,811,670</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-57,414	Grants and Subsidies	-47,974	-47,974	-51,837
-1,879,670	Reimbursements and Contributions	-2,398,117	-2,398,117	-2,438,763

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>Customer and Client Receipts</u></b>			
-2,516	Sales, Fees and Charges	-5,200	-5,200	-5,200
	<b><u>Support Services</u></b>			
-60,309	Internal Recharges and Transfers-Revenue	-89,190	-89,190	-190,365
<b><u>-1,999,908</u></b>	<b><u>Income</u></b>	<b><u>-2,540,481</u></b>	<b><u>-2,540,481</u></b>	<b><u>-2,686,165</u></b>
<b><u>5,729,858</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>5,765,553</u></b>	<b><u>5,728,021</u></b>	<b><u>6,125,505</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>GENERIC SERVICES</u></b>			
	<b><u>TRANSPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
483,324	Non-Teachers Pay	570,304	570,304	638,718
416	Employee Insurance Costs	414	414	414
0	Internal Training Costs	250	250	250
	<b><u>Transport Related Expenses</u></b>			
0	Direct Transport Costs	950	1,031	950
222,427	Direct Service Charge-Pooled Transport Costs	256,957	196,400	210,067
92,001	External Transport Hire & Contracts	80,000	80,000	80,000
0	Travel Expenses	30	30	30
	<b><u>Supplies and Services</u></b>			
1,109	Equipment	600	600	600
140	Materials	350	350	350
128	Clothing,Uniforms and Laundry	300	300	300
65	Printing and Reprographics	500	500	500
65	Stationery and Office Expenses	300	300	300
0	Postage	50	50	50
792	Telephones	140	140	140
1,818	Hardware, Software & Other Computing	40	40	40
319	Medical Fees	0	0	0
	<b><u>Support Services</u></b>			
131,484	Internal Recharges and Transfers	153,428	152,598	161,018
77,322	Central Premises Recharges	78,095	78,095	80,047
<b><u>1,011,411</u></b>	<b><u>Expenditure</u></b>	<b><u>1,142,708</u></b>	<b><u>1,081,402</u></b>	<b><u>1,173,774</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-23,398	Grants and Subsidies	-23,398	-23,398	-23,398
-150,000	Reimbursements and Contributions	-150,000	-150,000	-150,000
	<b><u>Customer and Client Receipts</u></b>			
-89,176	Sales, Fees and Charges	-294,848	-294,848	-302,976
	<b><u>Support Services</u></b>			
-748,837	Internal Recharges and Transfers-Revenue	-674,462	-613,156	-697,400
<b><u>-1,011,411</u></b>	<b><u>Income</u></b>	<b><u>-1,142,708</u></b>	<b><u>-1,081,402</u></b>	<b><u>-1,173,774</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>GENERIC SERVICES</u></b>			
	<b><u>GENERIC SERVICES OTHER</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
258,673	Voluntary & Independent Sector Payments	258,672	258,672	265,983
<u>258,673</u>	<u>Expenditure</u>	<u>258,672</u>	<u>258,672</u>	<u>265,983</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-258,673	Reimbursements and Contributions	-258,672	-258,672	-265,983
<u>-258,673</u>	<u>Income</u>	<u>-258,672</u>	<u>-258,672</u>	<u>-265,983</u>
0	<u>NET EXPENDITURE</u>	0	0	0

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>COMMISSIONING AND SERVICE DELIVERY</u></b>				
<b><u>DIRECTORATE</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
849,861	Non-Teachers Pay	1,021,833	565,432	562,313
12,139	Employee Retirement Costs	0	0	0
1,598	Employee Insurance Costs	1,589	1,589	1,589
0	Internal Training Costs	120	0	0
1,000	Other Training Expenses	3,248	0	0
<b><u>Transport Related Expenses</u></b>				
4,250	Travel Expenses	2,900	2,500	2,500
<b><u>Supplies and Services</u></b>				
-202	Equipment	1,824	1,435	1,800
160	Furniture	750	750	750
162	Materials	500	500	500
70	Catering Costs	600	600	600
1,098	Printing and Reprographics	7,000	7,000	7,000
149	Direct Service Charge - Graphic Design Costs	634	634	634
3,476	Stationery and Office Expenses	6,000	6,000	6,000
17,471	Postage	20,000	20,000	20,000
10,387	Telephones	888	660	660
83,110	Hardware, Software & Other Computing	68,352	600	600
24,296	Legal Fees	32,100	32,100	94,162
53	Medical Fees	100	0	0
45,134	Other Professional Fees	2,500	2,500	2,500
0	Banking & Security Services	1,324	1,324	1,324
25,332	Direct Service Charge-Security	25,585	25,585	26,225
0	Premises & Room Hire	100	100	100
0	Other Supplies & Services	600	600	600
9,580	Subscriptions	3,050	3,050	3,050
83,904	Insurances	62,235	62,235	62,235
155,036	Provision for bad/doubtful debt	100,000	100,000	100,000
<b><u>Third Party Payments</u></b>				
53,486	3rd Party Payments to Other Local Authorities	0	0	0
-5,368	3rd Party Payments to Private Contractors	279,000	279,000	279,000
<b><u>Support Services</u></b>				
327,591	Internal Recharges and Transfers	348,453	865,841	939,775
143,219	Central Premises Recharges	125,394	125,394	144,327
<b><u>Capital Charges and Financing Costs</u></b>				
1,948	Non-current Assets Depreciation & Amortisation	1,948	0	0
<b><u>1,848,941</u></b>	<b><u>Expenditure</u></b>	<b><u>2,118,627</u></b>	<b><u>2,105,429</u></b>	<b><u>2,258,244</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-117,869	Reimbursements and Contributions	-170,945	-170,945	-170,996
<b><u>Support Services</u></b>				
-1,731,072	Internal Recharges and Transfers-Revenue	-1,947,682	-1,934,484	-2,087,248
<b><u>-1,848,941</u></b>	<b><u>Income</u></b>	<b><u>-2,118,627</u></b>	<b><u>-2,105,429</u></b>	<b><u>-2,258,244</u></b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>	<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>-0 <u>NET EXPENDITURE</u></b>	<b>0</b>	<b>0</b>	<b>0</b>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>COMMISSIONING AND SERVICE DELIVERY</u></b>			
	<b><u>PERFORMANCE AND COMPLAINTS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
313,134	Non-Teachers Pay	308,844	60,722	0
5,311	IR35 Employees	0	0	0
1,573	Other Training Expenses	0	0	0
	<b><u>Transport Related Expenses</u></b>			
36	Travel Expenses	105	0	0
	<b><u>Supplies and Services</u></b>			
37	Equipment	0	0	0
162	Printing and Reprographics	2,600	0	0
0	Direct Service Charge - Graphic Design Costs	1,000	0	0
412	Telephones	570	0	0
3,156	Hardware, Software & Other Computing	70	0	0
0	Medical Fees	50	0	0
2,128	Other Professional Fees	1,500	0	0
0	Exam & Course Fees (incl. students & clients)	50	0	0
	<b><u>Third Party Payments</u></b>			
3,287	Direct Service Charge-Cleansing	3,255	0	0
	<b><u>Support Services</u></b>			
0	Internal Recharges and Transfers	0	257,322	257,322
<u>329,237</u>	<u>Expenditure</u>	<u>318,044</u>	<u>318,044</u>	<u>257,322</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-1,573	Grants and Subsidies	0	0	0
	<b><u>Support Services</u></b>			
-327,664	Internal Recharges and Transfers-Revenue	-318,044	-318,044	-257,322
<u>-329,237</u>	<u>Income</u>	<u>-318,044</u>	<u>-318,044</u>	<u>-257,322</u>
<u>0</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>

**INTEGRATED CARE AND HEALTH**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>COMMISSIONING AND SERVICE DELIVERY</u></b>			
	<b><u>COMMISSIONING AND BUSINESS SUPPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,886,242	Non-Teachers Pay	2,063,213	1,784,477	1,903,251
19,782	Employee Retirement Costs	0	0	0
0	Internal Training Costs	1,000	1,000	1,000
7,248	Other Training Expenses	50	50	50
	<b><u>Transport Related Expenses</u></b>			
4,382	Travel Expenses	9,440	9,420	9,420
	<b><u>Supplies and Services</u></b>			
4,707	Equipment	350	350	350
160	Furniture	0	0	0
0	Catering Costs	250	250	250
404	Printing and Reprographics	100	100	100
0	Direct Service Charge - Graphic Design Costs	165	165	165
31	Stationery and Office Expenses	150	150	150
3,001	Telephones	1,993	1,853	1,853
76,253	Hardware, Software & Other Computing	68,485	68,315	68,315
2,020	Legal Fees	3,800	3,800	3,800
247	Medical Fees	390	350	350
11,979	Other Professional Fees	1,950	150	150
0	Education,Leisure Activities & Entertainments	435	435	435
4,982	Banking & Security Services	1,500	1,500	1,500
0	Premises & Room Hire	50	50	50
2,622	Subscriptions	1,950	1,000	1,000
	<b><u>Transfer Payments</u></b>			
19,512	Other Transfer Payments	20,000	20,000	20,000
	<b><u>Support Services</u></b>			
500	Internal Recharges and Transfers	500	282,356	306,006
	<b><u>Capital Charges and Financing Costs</u></b>			
12,796	Non-current Assets Depreciation & Amortisation	6,500	6,500	1,000
<b><u>2,056,868</u></b>	<b><u>Expenditure</u></b>	<b><u>2,182,271</u></b>	<b><u>2,182,271</u></b>	<b><u>2,319,195</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-6,808	Grants and Subsidies	0	0	0
-235,387	Reimbursements and Contributions	-287,577	-287,577	-287,577
	<b><u>Customer and Client Receipts</u></b>			
-72,041	Sales, Fees and Charges	-52,000	-52,000	-52,000
	<b><u>Support Services</u></b>			
-1,742,632	Internal Recharges and Transfers-Revenue	-1,842,694	-1,842,694	-1,979,618
<b><u>-2,056,868</u></b>	<b><u>Income</u></b>	<b><u>-2,182,271</u></b>	<b><u>-2,182,271</u></b>	<b><u>-2,319,195</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>



**INTEGRATED CARE AND HEALTH  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
	<b><u>COMMISSIONING AND SERVICE DELIVERY</u></b>			
	<b><u>TRAINING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
206,947	Non-Teachers Pay	203,232	0	0
0	Internal Training Costs	18,000	0	0
5,595	Other Training Expenses	1,115	0	0
	<b><u>Transport Related Expenses</u></b>			
0	Travel Expenses	905	0	0
	<b><u>Supplies and Services</u></b>			
80	Equipment	712	0	0
563	Furniture	0	0	0
0	Books, Publications & Literature	1,462	0	0
0	Catering Costs	400	0	0
11	Printing and Reprographics	2,561	0	0
0	Direct Service Charge - Graphic Design Costs	1,200	0	0
0	Stationery and Office Expenses	1,362	0	0
0	Postage	218	0	0
217	Telephones	607	0	0
4,818	Hardware, Software & Other Computing	668	0	0
0	Other Professional Fees	7,000	0	0
41,096	Exam & Course Fees (incl. students & clients)	55,000	0	0
0	Premises & Room Hire	3,000	0	0
106	Professional Meetings	0	0	0
	<b><u>Support Services</u></b>			
25,550	Internal Recharges and Transfers	23,900	275,542	321,074
<b><u>284,983</u></b>	<b><u>Expenditure</u></b>	<b><u>321,342</u></b>	<b><u>275,542</u></b>	<b><u>321,074</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-5,700	Reimbursements and Contributions	-45,800	0	0
	<b><u>Support Services</u></b>			
-279,283	Internal Recharges and Transfers-Revenue	-275,542	-275,542	-321,074
<b><u>-284,983</u></b>	<b><u>Income</u></b>	<b><u>-321,342</u></b>	<b><u>-275,542</u></b>	<b><u>-321,074</u></b>
<b>0</b>	<b><u>NET EXPENDITURE</u></b>	<b>0</b>	<b>0</b>	<b>0</b>

# **Integrated Care and Health Pooled Budget**

**INTEGRATED CARE AND HEALTH POOLED BUDGET**

<b>Actual Expenditure</b>		<b>Allowed Estimate</b>	<b>Revised Estimate</b>	<b>Forward Estimate</b>
<b>2020/21</b>		<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b>OLDER PEOPLE (AGED 65 OR OVER)</b>				
5,022	HOME CARE - OP	0	0	2,838
<u>5,022</u>		<u>0</u>	<u>0</u>	<u>2,838</u>
<b>ADULTS UNDER 65 WITH A PHYSICAL DISABILITY</b>				
0	HOME CARE - PD	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
<b>PHYSICAL SUPPORT</b>				
6,723,437	NURSING CARE - PS	6,540,406	6,540,406	7,636,866
822,402	RESIDENTIAL CARE - PS	825,474	825,474	701,077
1,150,854	DIRECT PAYMENTS - PS	702,191	702,191	726,117
1,926,043	HOME CARE - PS	2,460,432	2,460,432	2,747,319
836,198	SUPPORTED LIVING - PS	798,785	798,785	869,000
<u>11,458,935</u>		<u>11,327,288</u>	<u>11,327,288</u>	<u>12,680,379</u>
<b>SENSORY SUPPORT</b>				
160,387	NURSING CARE - SS	166,292	166,292	197,023
22,276	DIRECT PAYMENTS - SS	28,308	28,308	29,272
<u>182,663</u>		<u>194,600</u>	<u>194,600</u>	<u>226,295</u>
<b>SUPPORT WITH MEMORY AND COGNITION</b>				
3,455,989	NURSING CARE - SMC	3,457,371	3,457,371	3,834,061
326,673	RESIDENTIAL CARE - SMC	317,743	317,743	275,915
0	DIRECT PAYMENTS - SMC	0	0	0
1,365	HOME CARE - SMC	0	0	0
0	SUPPORTED LIVING - SMC	0	0	0
3,432	DAY CARE - SMC	3,432	3,432	3,432
<u>3,787,459</u>		<u>3,778,546</u>	<u>3,778,546</u>	<u>4,113,408</u>
<b>LEARNING DISABILITY SUPPORT</b>				
731,386	NURSING CARE - LD	1,097,998	1,097,998	936,267
1,338,947	RESIDENTIAL CARE - LD	1,340,699	1,340,699	1,534,183
12,280	SUPPORTED ACCOMMODATION - LD	0	0	1,173
740,098	DIRECT PAYMENTS - LD	759,306	759,306	784,850
159,048	HOME CARE - LD	219,001	219,001	276,510
3,681,147	SUPPORTED LIVING - LD	3,608,726	3,608,726	3,957,996
110,942	DAY CARE - LD	137,111	137,111	141,616
<u>6,773,848</u>		<u>7,162,841</u>	<u>7,162,841</u>	<u>7,632,595</u>
<b>MENTAL HEALTH SUPPORT</b>				
2,234,862	NURSING CARE - MH	2,340,643	2,340,643	2,591,791
1,057,555	RESIDENTIAL CARE - MH	1,025,166	1,025,166	1,301,365
20,858	DIRECT PAYMENTS - MH	23,525	23,525	24,325
257,070	HOME CARE - MH	206,880	206,880	254,718
630,256	SUPPORTED LIVING - MH	710,628	710,628	780,342
<u>4,200,600</u>		<u>4,306,842</u>	<u>4,306,842</u>	<u>4,952,541</u>
<b>ASSESSMENT AND CARE MANAGEMENT</b>				
7,608	CARE MANAGEMENT TEAMS	0	0	0
<u>7,608</u>		<u>0</u>	<u>0</u>	<u>0</u>
<b>GENERIC SERVICES</b>				
0	TRANSPORT	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**

<b>Actual Expenditure <u>2020/21</u> £</b>		<b>Allowed Estimate <u>2021/22</u> £</b>	<b>Revised Estimate <u>2021/22</u> £</b>	<b>Forward Estimate <u>2022/23</u> £</b>
	<b>COMMISSIONING AND SERVICE DELIVERY</b>			
-26,416,135	COMMISSIONING AND BUSINESS SUPPORT	-26,770,117	-26,770,117	-29,608,056
<u>-26,416,135</u>		<u>-26,770,117</u>	<u>-26,770,117</u>	<u>-29,608,056</u>
-0	Net Expenditure	0	0	0

**INTEGRATED CARE AND HEALTH POOLED BUDGET  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>EXPENDITURE</b>			
	<b>Employees</b>			
590,346	Non-Teachers Pay	628,266	628,266	669,157
2,000	Other Training Expenses	0	0	0
	<b>Premises Related Expenses</b>			
25	Repairs and Maintenance	0	0	0
	<b>Transport Related Expenses</b>			
5,512	Travel Expenses	11,080	11,080	11,080
	<b>Supplies and Services</b>			
35,437	Equipment	2,020	2,020	2,020
145	Printing and Reprographics	700	700	700
82	Stationery and Office Expenses	800	800	800
2,749	Telephones	2,450	2,450	2,450
4,813	Hardware, Software & Other Computing	2,550	2,550	2,550
194	Medical Fees	200	200	200
0	Other Professional Fees	1,000	1,000	1,000
	<b>Third Party Payments</b>			
9,804,706	3rd Party Payments to Care Providers	9,957,069	9,957,069	12,222,156
2,153,996	Voluntary & Independent Sector Payments	0	0	0
	<b>Transfer Payments</b>			
-189,152	Direct Payments to Social Care Clients	0	0	0
	<b>Support Services</b>			
	<b>CCG Pooled Budget</b>			
30,686,401	CCG Pooled Budget	30,687,191	30,687,191	32,687,162
<b>43,097,255</b>	<b>Expenditure</b>	<b>41,293,326</b>	<b>41,293,326</b>	<b>45,599,275</b>
	<b>INCOME</b>			
	<b>External Grants and Reimbursements</b>			
-2,000	Grants and Subsidies	0	0	0
-2,546,116	Reimbursements and Contributions	0	0	0
-26,942,658	CCG Pooled Budget Income	-27,346,998	-27,346,998	-30,214,378
	<b>Customer and Client Receipts</b>			
-3,128,781	Sales, Fees and Charges	-3,311,387	-3,311,387	-3,634,861
	<b>Support Services</b>			
-10,477,700	Internal Recharges and Transfers-Revenue	-10,634,941	-10,634,941	-11,750,036
<b>-43,097,255</b>	<b>Income</b>	<b>-41,293,326</b>	<b>-41,293,326</b>	<b>-45,599,275</b>
<b>-0</b>	<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>OLDER PEOPLE (AGED 65 OR OVER)</u></b>			
	<b><u>HOME CARE - OP</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>CCG Pooled Budget</u></b>			
6,975	CCG Pooled Budget	0	0	2,838
<u>6,975</u>	<u>Expenditure</u>	<u>0</u>	<u>0</u>	<u>2,838</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-1,953	Internal Recharges and Transfers-Revenue	0	0	0
<u>-1,953</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>5,022</u>	<b><u>NET EXPENDITURE</u></b>	<u>0</u>	<u>0</u>	<u>2,838</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>NURSING CARE - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
3,930,172	3rd Party Payments to Care Providers	3,791,448	3,791,448	4,839,892
	<b><u>CCG Pooled Budget</u></b>			
7,137,866	CCG Pooled Budget	7,171,959	7,171,959	7,703,822
<u>11,068,037</u>	<u>Expenditure</u>	<u>10,963,407</u>	<u>10,963,407</u>	<u>12,543,714</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-1,729,931	Sales, Fees and Charges	-1,879,509	-1,879,509	-1,936,955
	<b><u>Support Services</u></b>			
-2,614,670	Internal Recharges and Transfers-Revenue	-2,543,492	-2,543,492	-2,969,893
<u>-4,344,601</u>	<u>Income</u>	<u>-4,423,001</u>	<u>-4,423,001</u>	<u>-4,906,848</u>
<u>6,723,437</u>	<u>NET EXPENDITURE</u>	<u>6,540,406</u>	<u>6,540,406</u>	<u>7,636,866</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b>PHYSICAL SUPPORT</b>			
	<b>RESIDENTIAL CARE - PS</b>			
	<b>EXPENDITURE</b>			
	<b>Third Party Payments</b>			
0	3rd Party Payments to Care Providers	93,030	93,030	0
	<b>CCG Pooled Budget</b>			
1,142,225	CCG Pooled Budget	1,053,462	1,053,462	973,719
<u>1,142,225</u>	<u>Expenditure</u>	<u>1,146,492</u>	<u>1,146,492</u>	<u>973,719</u>
	<b>INCOME</b>			
	<b>Support Services</b>			
-319,823	Internal Recharges and Transfers-Revenue	-321,018	-321,018	-272,642
<u>-319,823</u>	<u>Income</u>	<u>-321,018</u>	<u>-321,018</u>	<u>-272,642</u>
<u>822,402</u>	<u>NET EXPENDITURE</u>	<u>825,474</u>	<u>825,474</u>	<u>701,077</u>



**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>DIRECT PAYMENTS - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Transfer Payments</u></b>			
-132,952	Direct Payments to Social Care Clients	0	0	0
	<b><u>CCG Pooled Budget</u></b>			
1,731,360	CCG Pooled Budget	975,264	975,264	1,008,496
<u>1,598,408</u>	<u>Expenditure</u>	<u>975,264</u>	<u>975,264</u>	<u>1,008,496</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-447,554	Internal Recharges and Transfers-Revenue	-273,073	-273,073	-282,379
<u>-447,554</u>	<u>Income</u>	<u>-273,073</u>	<u>-273,073</u>	<u>-282,379</u>
<u>1,150,854</u>	<u>NET EXPENDITURE</u>	<u>702,191</u>	<u>702,191</u>	<u>726,117</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b>PHYSICAL SUPPORT</b>			
	<b>HOME CARE - PS</b>			
	<b>EXPENDITURE</b>			
	<b>Third Party Payments</b>			
70,623	3rd Party Payments to Care Providers	48,954	48,954	48,954
	<b>CCG Pooled Budget</b>			
2,604,437	CCG Pooled Budget	3,368,312	3,368,312	3,766,767
<u>2,675,060</u>	<u>Expenditure</u>	<u>3,417,266</u>	<u>3,417,266</u>	<u>3,815,721</u>
	<b>INCOME</b>			
	<b>Support Services</b>			
-749,017	Internal Recharges and Transfers-Revenue	-956,834	-956,834	-1,068,402
<u>-749,017</u>	<u>Income</u>	<u>-956,834</u>	<u>-956,834</u>	<u>-1,068,402</u>
<u>1,926,043</u>	<u>NET EXPENDITURE</u>	<u>2,460,432</u>	<u>2,460,432</u>	<u>2,747,319</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL SUPPORT</u></b>			
	<b><u>SUPPORTED LIVING - PS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
6,443	3rd Party Payments to Care Providers	0	0	0
	<b><u>CCG Pooled Budget</u></b>			
1,154,944	CCG Pooled Budget	1,109,423	1,109,423	1,206,944
<u>1,161,387</u>	<u>Expenditure</u>	<u>1,109,423</u>	<u>1,109,423</u>	<u>1,206,944</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-325,188	Internal Recharges and Transfers-Revenue	-310,638	-310,638	-337,944
<u>-325,188</u>	<u>Income</u>	<u>-310,638</u>	<u>-310,638</u>	<u>-337,944</u>
<u>836,198</u>	<u>NET EXPENDITURE</u>	<u>798,785</u>	<u>798,785</u>	<u>869,000</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SENSORY SUPPORT</u></b>			
	<b><u>NURSING CARE - SS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
50,324	3rd Party Payments to Care Providers	30,570	30,570	98,736
	<b><u>CCG Pooled Budget</u></b>			
183,784	CCG Pooled Budget	215,695	215,695	206,051
<b><u>234,108</u></b>	<b><u>Expenditure</u></b>	<b><u>246,265</u></b>	<b><u>246,265</u></b>	<b><u>304,787</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-11,349	Sales, Fees and Charges	-15,303	-15,303	-31,144
	<b><u>Support Services</u></b>			
-62,373	Internal Recharges and Transfers-Revenue	-64,670	-64,670	-76,620
<b><u>-73,721</u></b>	<b><u>Income</u></b>	<b><u>-79,973</u></b>	<b><u>-79,973</u></b>	<b><u>-107,764</u></b>
<b><u>160,387</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>166,292</u></b>	<b><u>166,292</u></b>	<b><u>197,023</u></b>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SENSORY SUPPORT</u></b>			
	<b><u>DIRECT PAYMENTS - SS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>CCG Pooled Budget</u></b>			
30,939	CCG Pooled Budget	39,317	39,317	40,656
<u>30,939</u>	<u>Expenditure</u>	<u>39,317</u>	<u>39,317</u>	<u>40,656</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-8,663	Internal Recharges and Transfers-Revenue	-11,009	-11,009	-11,384
<u>-8,663</u>	<u>Income</u>	<u>-11,009</u>	<u>-11,009</u>	<u>-11,384</u>
<u>22,276</u>	<u>NET EXPENDITURE</u>	<u>28,308</u>	<u>28,308</u>	<u>29,272</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>NURSING CARE - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
3,119,159	3rd Party Payments to Care Providers	3,056,320	3,056,320	4,174,149
	<b><u>CCG Pooled Budget</u></b>			
2,835,898	CCG Pooled Budget	2,957,534	2,957,534	2,580,611
<u>5,955,057</u>	<u>Expenditure</u>	<u>6,013,854</u>	<u>6,013,854</u>	<u>6,754,760</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-1,155,072	Sales, Fees and Charges	-1,211,950	-1,211,950	-1,428,572
	<b><u>Support Services</u></b>			
-1,343,996	Internal Recharges and Transfers-Revenue	-1,344,533	-1,344,533	-1,492,127
<u>-2,499,068</u>	<u>Income</u>	<u>-2,556,483</u>	<u>-2,556,483</u>	<u>-2,920,699</u>
<u>3,455,989</u>	<u>NET EXPENDITURE</u>	<u>3,457,371</u>	<u>3,457,371</u>	<u>3,834,061</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>RESIDENTIAL CARE - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
-9,280	3rd Party Payments to Care Providers	157,503	157,503	0
	<b><u>CCG Pooled Budget</u></b>			
454,501	CCG Pooled Budget	283,807	283,807	383,215
<b><u>445,220</u></b>	<b><u>Expenditure</u></b>	<b><u>441,310</u></b>	<b><u>441,310</u></b>	<b><u>383,215</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
8,493	Sales, Fees and Charges	0	0	0
	<b><u>Support Services</u></b>			
-127,040	Internal Recharges and Transfers-Revenue	-123,567	-123,567	-107,300
<b><u>-118,547</u></b>	<b><u>Income</u></b>	<b><u>-123,567</u></b>	<b><u>-123,567</u></b>	<b><u>-107,300</u></b>
<b><u>326,673</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>317,743</u></b>	<b><u>317,743</u></b>	<b><u>275,915</u></b>

**INTEGRATED CARE AND HEALTH POOLED BUDGET  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>HOME CARE - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>CCG Pooled Budget</u></b>			
1,895	CCG Pooled Budget	0	0	0
<u>1,895</u>	<u>Expenditure</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-531	Internal Recharges and Transfers-Revenue	0	0	0
<u>-531</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>1,365</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>



**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUPPORT WITH MEMORY AND COGNITION</u></b>			
	<b><u>DAY CARE - SMC</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>CCG Pooled Budget</u></b>			
4,767	CCG Pooled Budget	4,767	4,767	4,767
<u>4,767</u>	<u>Expenditure</u>	<u>4,767</u>	<u>4,767</u>	<u>4,767</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-1,335	Internal Recharges and Transfers-Revenue	-1,335	-1,335	-1,335
<u>-1,335</u>	<u>Income</u>	<u>-1,335</u>	<u>-1,335</u>	<u>-1,335</u>
<u>3,432</u>	<u>NET EXPENDITURE</u>	<u>3,432</u>	<u>3,432</u>	<u>3,432</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>NURSING CARE - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
457,400	3rd Party Payments to Care Providers	506,624	506,624	613,458
	<b><u>CCG Pooled Budget</u></b>			
644,383	CCG Pooled Budget	1,092,771	1,092,771	762,252
<u>1,101,784</u>	<u>Expenditure</u>	<u>1,599,395</u>	<u>1,599,395</u>	<u>1,375,710</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-85,970	Sales, Fees and Charges	-74,399	-74,399	-75,340
	<b><u>Support Services</u></b>			
-284,428	Internal Recharges and Transfers-Revenue	-426,998	-426,998	-364,103
<u>-370,398</u>	<u>Income</u>	<u>-501,397</u>	<u>-501,397</u>	<u>-439,443</u>
<u>731,386</u>	<u>NET EXPENDITURE</u>	<u>1,097,998</u>	<u>1,097,998</u>	<u>936,267</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>RESIDENTIAL CARE - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
456,307	3rd Party Payments to Care Providers	257,282	257,282	409,424
	<b><u>CCG Pooled Budget</u></b>			
1,426,190	CCG Pooled Budget	1,625,983	1,625,983	1,750,301
<u>1,882,496</u>	<u>Expenditure</u>	<u>1,883,265</u>	<u>1,883,265</u>	<u>2,159,725</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-22,848	Sales, Fees and Charges	-21,183	-21,183	-28,915
	<b><u>Support Services</u></b>			
-520,702	Internal Recharges and Transfers-Revenue	-521,383	-521,383	-596,627
<u>-543,549</u>	<u>Income</u>	<u>-542,566</u>	<u>-542,566</u>	<u>-625,542</u>
<u>1,338,947</u>	<u>NET EXPENDITURE</u>	<u>1,340,699</u>	<u>1,340,699</u>	<u>1,534,183</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT SUPPORTED ACCOMMODATION - LD EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
17,056	3rd Party Payments to Care Providers	0	0	1,173
<u>17,056</u>	<u>Expenditure</u>	<u>0</u>	<u>0</u>	<u>1,173</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-4,776	Internal Recharges and Transfers-Revenue	0	0	0
<u>-4,776</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>12,280</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>1,173</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>DIRECT PAYMENTS - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Transfer Payments</u></b>			
-56,200	Direct Payments to Social Care Clients	0	0	0
	<b><u>CCG Pooled Budget</u></b>			
1,084,113	CCG Pooled Budget	1,054,591	1,054,591	1,090,526
<u>1,027,914</u>	<u>Expenditure</u>	<u>1,054,591</u>	<u>1,054,591</u>	<u>1,090,526</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-287,816	Internal Recharges and Transfers-Revenue	-295,285	-295,285	-305,676
<u>-287,816</u>	<u>Income</u>	<u>-295,285</u>	<u>-295,285</u>	<u>-305,676</u>
<u>740,098</u>	<u>NET EXPENDITURE</u>	<u>759,306</u>	<u>759,306</u>	<u>784,850</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>HOME CARE - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
6,174	3rd Party Payments to Care Providers	11,166	11,166	11,166
	<b><u>CCG Pooled Budget</u></b>			
214,726	CCG Pooled Budget	293,002	293,002	372,875
<u>220,900</u>	<u>Expenditure</u>	<u>304,168</u>	<u>304,168</u>	<u>384,041</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-61,852	Internal Recharges and Transfers-Revenue	-85,167	-85,167	-107,531
<u>-61,852</u>	<u>Income</u>	<u>-85,167</u>	<u>-85,167</u>	<u>-107,531</u>
<u>159,048</u>	<u>NET EXPENDITURE</u>	<u>219,001</u>	<u>219,001</u>	<u>276,510</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>SUPPORTED LIVING - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
907,258	3rd Party Payments to Care Providers	1,208,927	1,208,927	1,208,927
	<b><u>CCG Pooled Budget</u></b>			
4,205,446	CCG Pooled Budget	3,803,193	3,803,193	4,288,289
<u>5,112,705</u>	<u>Expenditure</u>	<u>5,012,120</u>	<u>5,012,120</u>	<u>5,497,216</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-1,431,557	Internal Recharges and Transfers-Revenue	-1,403,394	-1,403,394	-1,539,220
<u>-1,431,557</u>	<u>Income</u>	<u>-1,403,394</u>	<u>-1,403,394</u>	<u>-1,539,220</u>
<u>3,681,147</u>	<u>NET EXPENDITURE</u>	<u>3,608,726</u>	<u>3,608,726</u>	<u>3,957,996</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LEARNING DISABILITY SUPPORT</u></b>			
	<b><u>DAY CARE - LD</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
63,625	3rd Party Payments to Care Providers	38,689	38,689	44,945
	<b><u>CCG Pooled Budget</u></b>			
90,462	CCG Pooled Budget	151,743	151,743	151,743
<b><u>154,086</u></b>	<b><u>Expenditure</u></b>	<b><u>190,432</u></b>	<b><u>190,432</u></b>	<b><u>196,688</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-43,144	Internal Recharges and Transfers-Revenue	-53,321	-53,321	-55,072
<b><u>-43,144</u></b>	<b><u>Income</u></b>	<b><u>-53,321</u></b>	<b><u>-53,321</u></b>	<b><u>-55,072</u></b>
<b><u>110,942</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>137,111</u></b>	<b><u>137,111</u></b>	<b><u>141,616</u></b>



**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>NURSING CARE - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
606,694	3rd Party Payments to Care Providers	585,918	585,918	600,694
	<b><u>CCG Pooled Budget</u></b>			
2,629,385	CCG Pooled Budget	2,769,072	2,769,072	3,128,005
<u>3,236,079</u>	<u>Expenditure</u>	<u>3,354,990</u>	<u>3,354,990</u>	<u>3,728,699</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-132,104	Sales, Fees and Charges	-104,098	-104,098	-128,990
	<b><u>Support Services</u></b>			
-869,113	Internal Recharges and Transfers-Revenue	-910,249	-910,249	-1,007,918
<u>-1,001,217</u>	<u>Income</u>	<u>-1,014,347</u>	<u>-1,014,347</u>	<u>-1,136,908</u>
<u>2,234,862</u>	<b><u>NET EXPENDITURE</u></b>	<u>2,340,643</u>	<u>2,340,643</u>	<u>2,591,791</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>RESIDENTIAL CARE - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
85,962	3rd Party Payments to Care Providers	170,638	170,638	170,638
	<b><u>CCG Pooled Budget</u></b>			
1,382,865	CCG Pooled Budget	1,258,149	1,258,149	1,641,759
<u>1,468,826</u>	<u>Expenditure</u>	<u>1,428,787</u>	<u>1,428,787</u>	<u>1,812,397</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
0	Sales, Fees and Charges	-4,945	-4,945	-4,945
	<b><u>Support Services</u></b>			
-411,271	Internal Recharges and Transfers-Revenue	-398,676	-398,676	-506,087
<u>-411,271</u>	<u>Income</u>	<u>-403,621</u>	<u>-403,621</u>	<u>-511,032</u>
<u>1,057,555</u>	<u>NET EXPENDITURE</u>	<u>1,025,166</u>	<u>1,025,166</u>	<u>1,301,365</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b>MENTAL HEALTH SUPPORT</b>			
	<b>DIRECT PAYMENTS - MH</b>			
	<b>EXPENDITURE</b>			
	<b>CCG Pooled Budget</b>			
28,969	CCG Pooled Budget	32,673	32,673	33,786
<u>28,969</u>	<u>Expenditure</u>	<u>32,673</u>	<u>32,673</u>	<u>33,786</u>
	<b>INCOME</b>			
	<b>Support Services</b>			
-8,111	Internal Recharges and Transfers-Revenue	-9,148	-9,148	-9,461
<u>-8,111</u>	<u>Income</u>	<u>-9,148</u>	<u>-9,148</u>	<u>-9,461</u>
<u>20,858</u>	<u>NET EXPENDITURE</u>	<u>23,525</u>	<u>23,525</u>	<u>24,325</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>HOME CARE - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
217	3rd Party Payments to Care Providers	0	0	0
	<b><u>CCG Pooled Budget</u></b>			
356,824	CCG Pooled Budget	287,334	287,334	353,775
<u>357,041</u>	<u>Expenditure</u>	<u>287,334</u>	<u>287,334</u>	<u>353,775</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-99,972	Internal Recharges and Transfers-Revenue	-80,454	-80,454	-99,057
<u>-99,972</u>	<u>Income</u>	<u>-80,454</u>	<u>-80,454</u>	<u>-99,057</u>
<u>257,070</u>	<u>NET EXPENDITURE</u>	<u>206,880</u>	<u>206,880</u>	<u>254,718</u>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MENTAL HEALTH SUPPORT</u></b>			
	<b><u>SUPPORTED LIVING - MH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
36,573	3rd Party Payments to Care Providers	0	0	0
	<b><u>CCG Pooled Budget</u></b>			
838,782	CCG Pooled Budget	986,983	986,983	1,083,808
<b><u>875,355</u></b>	<b><u>Expenditure</u></b>	<b><u>986,983</u></b>	<b><u>986,983</u></b>	<b><u>1,083,808</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-245,099	Internal Recharges and Transfers-Revenue	-276,355	-276,355	-303,466
<b><u>-245,099</u></b>	<b><u>Income</u></b>	<b><u>-276,355</u></b>	<b><u>-276,355</u></b>	<b><u>-303,466</u></b>
<b><u>630,256</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>710,628</u></b>	<b><u>710,628</u></b>	<b><u>780,342</u></b>

**INTEGRATED CARE AND HEALTH POOLED BUDGET  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ASSESSMENT AND CARE MANAGEMENT</u></b>			
	<b><u>CARE MANAGEMENT TEAMS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
590,346	Non-Teachers Pay	628,266	628,266	669,157
2,000	Other Training Expenses	0	0	0
	<b><u>Premises Related Expenses</u></b>			
25	Repairs and Maintenance	0	0	0
	<b><u>Transport Related Expenses</u></b>			
5,512	Travel Expenses	11,080	11,080	11,080
	<b><u>Supplies and Services</u></b>			
35,437	Equipment	2,020	2,020	2,020
145	Printing and Reprographics	700	700	700
82	Stationery and Office Expenses	800	800	800
2,749	Telephones	2,450	2,450	2,450
4,813	Hardware, Software & Other Computing	2,550	2,550	2,550
194	Medical Fees	200	200	200
0	Other Professional Fees	1,000	1,000	1,000
	<b><u>CCG Pooled Budget</u></b>			
107,900	CCG Pooled Budget	152,157	152,157	152,157
<b><u>749,203</u></b>	<b><u>Expenditure</u></b>	<b><u>801,223</u></b>	<b><u>801,223</u></b>	<b><u>842,114</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-2,000	Grants and Subsidies	0	0	0
-5,355	Reimbursements and Contributions	0	0	0
-526,523	CCG Pooled Budget Income	-576,881	-576,881	-606,322
	<b><u>Support Services</u></b>			
-207,718	Internal Recharges and Transfers-Revenue	-224,342	-224,342	-235,792
<b><u>-741,595</u></b>	<b><u>Income</u></b>	<b><u>-801,223</u></b>	<b><u>-801,223</u></b>	<b><u>-842,114</u></b>
<b><u>7,608</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**INTEGRATED CARE AND HEALTH POOLED BUDGET**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>COMMISSIONING AND SERVICE DELIVERY</u></b>			
	<b><u>COMMISSIONING AND BUSINESS SUPPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
2,153,996	Voluntary & Independent Sector Payments	0	0	0
	<b><u>CCG Pooled Budget</u></b>			
386,765	CCG Pooled Budget	0	0	0
<u>2,540,761</u>	<u>Expenditure</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-2,540,761	Reimbursements and Contributions	0	0	0
-26,416,135	CCG Pooled Budget Income	-26,770,117	-26,770,117	-29,608,056
<u>-28,956,896</u>	<u>Income</u>	<u>-26,770,117</u>	<u>-26,770,117</u>	<u>-29,608,056</u>
<u>-26,416,135</u>	<u>NET EXPENDITURE</u>	<u>-26,770,117</u>	<u>-26,770,117</u>	<u>-29,608,056</u>

# **Wellbeing, Culture and Heritage**



**WELLBEING CULTURE AND HERITAGE**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>SERVICE TO YOUNG PEOPLE &amp; OTHER COMMUNITY LEARNERS</b>			
53,117	ADULT AND COMMUNITY LEARNING	7,000	6,000	20,000
<u>53,117</u>		<u>7,000</u>	<u>6,000</u>	<u>20,000</u>
	<b>SEXUAL HEALTH</b>			
759,862	STI TESTING AND TREATMENT	718,902	718,902	677,379
39,071	CONTRACEPTION	54,175	54,175	53,950
1,359,598	ADVICE PREVENTION & PROMOTION	1,330,795	1,330,795	1,296,348
<u>2,158,531</u>		<u>2,103,872</u>	<u>2,103,872</u>	<u>2,027,677</u>
	<b>NHS HEALTH CHECK PROGRAMME</b>			
34,459	PRIMARY CARE	102,448	102,448	101,140
<u>34,459</u>		<u>102,448</u>	<u>102,448</u>	<u>101,140</u>
	<b>PUBLIC HEALTH ADVICE</b>			
654,847	PUBLIC HEALTH ADVICE	635,597	635,597	612,632
<u>654,847</u>		<u>635,597</u>	<u>635,597</u>	<u>612,632</u>
	<b>OBESITY</b>			
798,579	ADULT OBESITY	686,264	686,264	678,070
398,378	CHILD OBESITY	385,637	385,637	358,293
<u>1,196,957</u>		<u>1,071,901</u>	<u>1,071,901</u>	<u>1,036,363</u>
	<b>PHYSICAL ACTIVITY</b>			
1,031,412	PHYSICAL ACTIVITY FOR ADULTS	1,414,734	1,414,734	1,490,897
25,340	PHYSICAL ACTIVITY FOR CHILDREN	1,349	1,349	1,281
<u>1,056,753</u>		<u>1,416,083</u>	<u>1,416,083</u>	<u>1,492,178</u>
	<b>SUBSTANCE MISUSE</b>			
2,164,783	DRUG MISUSE - ADULTS	2,238,093	2,238,093	2,025,170
263,653	SUBSTANCE MISUSE - YOUTH	267,085	267,085	276,751
248,600	ALCOHOL MISUSE - ADULTS	372,657	372,657	371,797
<u>2,677,036</u>		<u>2,877,835</u>	<u>2,877,835</u>	<u>2,673,718</u>
	<b>SMOKING &amp; TOBACCO</b>			
602,011	STOP SMOKING SERVICES & INTERVENTIONS	546,385	546,385	549,085
<u>602,011</u>		<u>546,385</u>	<u>546,385</u>	<u>549,085</u>
	<b>CHILDREN 0-19 PUBLIC HEALTH PROGRAMMES</b>			
4,702,389	HEALTHY CHILD PROGRAMME	4,722,910	4,722,910	4,719,770
<u>4,702,389</u>		<u>4,722,910</u>	<u>4,722,910</u>	<u>4,719,770</u>
	<b>MISCELLANEOUS PUBLIC HEALTH SERVICES</b>			
115,916	DENTAL PUBLIC HEALTH	88,079	88,079	88,495
122,868	NUTRITION INITIATIVES	91,431	91,431	92,371
39,345	HEALTH AT WORK	42,376	42,376	24,023
110,529	ACCIDENT PREVENTION PROGRAMME	105,900	105,900	105,665
178,645	PUBLIC MENTAL HEALTH	148,099	164,083	198,587
61,858	GENERAL PREVENTION	582,457	582,457	804,217
306,187	OTHER PUBLIC HEALTH SERVICES	333,150	333,150	539,205
<u>935,347</u>		<u>1,391,492</u>	<u>1,407,476</u>	<u>1,852,563</u>
	<b>MANAGEMENT AND SUPPORT SERVICES</b>			
96,363	DIRECTORATE	0	0	0
0	COMMISSIONING	0	0	0
0	COLLABORATIVE COMMISSIONING	0	0	0
<u>96,363</u>		<u>0</u>	<u>0</u>	<u>0</u>

**WELLBEING CULTURE AND HERITAGE**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>PUBLIC HEALTH GRANT</b>			
-14,018,330	PUBLIC HEALTH GRANT	-14,868,523	-14,884,507	-15,065,126
<u>-14,018,330</u>		<u>-14,868,523</u>	<u>-14,884,507</u>	<u>-15,065,126</u>
	<b>CULTURE AND HERITAGE</b>			
205,869	ARTS DEVELOPMENT AND SUPPORT	200,572	183,596	245,130
186,668	HERITAGE	200,000	200,000	200,000
130,685	TOURISM & EVENTS	236,524	249,524	249,906
165,131	ARCHIVING	98,313	100,384	107,098
<u>688,353</u>		<u>735,409</u>	<u>733,504</u>	<u>802,134</u>
	<b>RECREATION AND SPORT</b>			
210,509	SPORTS DEVELOPMENT	221,918	214,299	18,512
3,230,477	INDOOR SPORTS AND RECREATION FACILITIES	518,522	701,658	1,277,209
-2,500	GOLF COURSE	0	0	0
<u>3,438,486</u>		<u>740,440</u>	<u>915,957</u>	<u>1,295,721</u>
	<b>LIBRARY SERVICE</b>			
2,490,426	LIBRARY BUILDINGS	2,113,085	2,102,813	2,242,264
28,765	MOBILE AND HOUSEBOUND LIBRARY SERVICE	28,403	27,279	28,566
<u>2,519,192</u>		<u>2,141,488</u>	<u>2,130,092</u>	<u>2,270,830</u>
	<b>CULTURAL AND RELATED SERVICES</b>			
378,917	OUTDOOR SPORTS AND RECREATION FACILITIES	325,663	325,447	325,315
<u>378,917</u>		<u>325,663</u>	<u>325,447</u>	<u>325,315</u>
<u>7,174,428</u>	<u>Net Expenditure</u>	<u>3,950,000</u>	<u>4,111,000</u>	<u>4,714,000</u>

**WELLBEING CULTURE AND HERITAGE**  
**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>EXPENDITURE</b>			
	<b>Employees</b>			
5,912,365	Non-Teachers Pay	5,452,716	5,233,732	5,530,758
390,543	Agency Staff	0	0	0
43,975	IR35 Employees	22,500	22,500	23,063
4,432	Employee Recruitment Costs	0	0	0
86,732	Employee Retirement Costs	0	100	0
6,865	Employee Insurance Costs	6,655	6,207	6,207
90	Internal Training Costs	5,710	5,450	5,360
53,250	Other Training Expenses	16,609	19,028	13,729
	<b>Premises Related Expenses</b>			
44,428	Repairs and Maintenance	15,499	15,922	19,708
107,194	Direct Service Charge-Ground Maintenance	104,666	104,666	109,008
0	Grounds Maintenance	0	1,823	0
7,405	Energy Costs	12,993	15,170	17,930
77,296	Rents & Rates	18,301	18,301	18,759
14,240	Cleaning & Domestic Services	1,560	1,560	1,560
0	Premises Insurance	617	617	632
	<b>Transport Related Expenses</b>			
608	Direct Transport Costs	0	88	0
18,496	Direct Service Charge-Pooled Transport Costs	19,046	11,840	12,641
53,207	External Transport Hire & Contracts	979	915	979
6,994	Travel Expenses	9,423	13,603	9,821
	<b>Supplies and Services</b>			
736,039	Equipment	112,142	118,435	144,437
7,519	Furniture	500	1,000	500
216,476	Books, Publications & Literature	213,195	208,194	191,457
27,934	Materials	40,630	40,780	40,630
10,343	Catering Costs	9,613	11,825	11,222
19,733	Clothing,Uniforms and Laundry	7,047	7,250	7,047
4,552	Printing and Reprographics	12,226	13,275	9,034
14,251	Direct Service Charge - Graphic Design Costs	9,044	9,512	9,144
7,695	Stationery and Office Expenses	8,580	8,756	9,730
2,389	Postage	3,200	2,582	3,100
79,643	Telephones	66,402	77,357	70,392
218,212	Hardware, Software & Other Computing	88,145	102,633	113,933
120	Legal Fees	400	1,300	400
907	Medical Fees	50	102	50
14,400	Consultants	0	0	0
98,435	Other Professional Fees	-424,440	-255,383	-587,400
443	Exam & Course Fees (incl. students & clients)	3,600	1,200	100
186,540	Education,Leisure Activities & Entertainments	240,994	292,072	227,738
54,363	Banking & Security Services	17,502	12,502	16,769
37,046	Direct Service Charge-Security	37,417	37,417	38,348
27,822	Premises & Room Hire	47,154	49,036	42,686
2,340	Other Supplies & Services	0	0	0
219	Professional Meetings	1,000	1,782	1,352
0	Grants to Third Parties	0	2,000	0

**WELLBEING CULTURE AND HERITAGE  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
5,680	Subscriptions	8,789	9,381	9,089
13,429	Insurances	12,369	12,369	12,369
70,731	Advertising, Promotion & Notices	30,958	34,475	18,490
15,652	Licenses	20,409	29,821	25,109
3,723	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
288,708	3rd Party Payments to Other Local Authorities	72,897	72,897	72,897
129,263	Voluntary & Independent Sector Payments	94,330	94,330	87,330
6,212	Direct Service Charge-Civil Engineering	0	0	0
10,537	Direct Service Charge-Cleansing	10,599	10,599	10,865
771,603	3rd Party Payments to Private Contractors	644,674	627,674	418,674
11,660,240	3rd Party Paymts to Public Health Srvce Providers	11,161,463	11,161,463	10,816,225
	<b><u>Transfer Payments</u></b>			
80	Client Personal Allowances	0	0	0
	<b><u>Support Services</u></b>			
4,658,988	Internal Recharges and Transfers	5,504,889	5,627,450	6,384,710
1,536,672	Central Premises Recharges	1,744,671	1,745,596	1,897,449
	<b><u>Capital Charges and Financing Costs</u></b>			
164,087	Revenue Expend Financed By Capital	0	20,000	0
847,456	Non-current Assets Depreciation & Amortisation	847,455	924,329	924,329
109,911	R C C O	0	0	0
172,137	Impairment & Revaluation Losses	0	0	0
<b><u>29,060,649</u></b>	<b><u>Expenditure</u></b>	<b><u>26,335,178</u></b>	<b><u>26,585,533</u></b>	<b><u>26,798,360</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-17,822,750	Grants and Subsidies	-15,063,905	-15,083,534	-15,277,085
-797,686	Reimbursements and Contributions	-682,823	-770,872	-713,281
	<b><u>Customer and Client Receipts</u></b>			
-481,015	Sales, Fees and Charges	-3,258,943	-3,254,740	-2,778,738
-1,892	Rents	-25,500	-25,500	-25,500
	<b><u>Support Services</u></b>			
-2,782,878	Internal Recharges and Transfers-Revenue	-3,354,007	-3,339,887	-3,289,756
<b><u>-21,886,221</u></b>	<b><u>Income</u></b>	<b><u>-22,385,178</u></b>	<b><u>-22,474,533</u></b>	<b><u>-22,084,360</u></b>
<b><u>7,174,428</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>3,950,000</u></b>	<b><u>4,111,000</u></b>	<b><u>4,714,000</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
<b><u>SERVICE TO YOUNG PEOPLE &amp; OTHER COMMUNITY LEARNERS</u></b>				
<b><u>ADULT AND COMMUNITY LEARNING</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
559,679	Non-Teachers Pay	507,626	507,626	522,753
11,027	Employee Retirement Costs	0	0	0
448	Employee Insurance Costs	448	0	0
0	Internal Training Costs	350	90	0
6,063	Other Training Expenses	2,980	4,659	100
<b><u>Premises Related Expenses</u></b>				
1,014	Repairs and Maintenance	41	0	250
<b><u>Transport Related Expenses</u></b>				
69	Travel Expenses	1,879	1,260	150
<b><u>Supplies and Services</u></b>				
6,483	Equipment	6,101	5,811	2,510
64	Furniture	0	500	0
2,073	Books, Publications & Literature	0	500	2,600
71	Materials	0	0	0
471	Catering Costs	703	403	200
928	Printing and Reprographics	4,569	400	830
318	Direct Service Charge - Graphic Design Costs	400	200	350
2,135	Stationery and Office Expenses	630	806	1,780
164	Postage	350	362	250
2,138	Telephones	370	5,479	3,600
38,026	Hardware, Software & Other Computing	441	5,000	11,620
11,026	Other Professional Fees	18,330	19,830	12,445
0	Exam & Course Fees (incl. students & clients)	3,500	0	0
25,846	Premises & Room Hire	27,021	34,092	29,614
0	Subscriptions	200	200	500
495	Advertising, Promotion & Notices	11,911	632	1,000
191	Licenses	0	0	200
<b><u>Support Services</u></b>				
21,083	Internal Recharges and Transfers	21,546	20,546	33,051
10,315	Central Premises Recharges	12,349	12,349	13,478
<b><u>700,128</u></b>	<b><u>Expenditure</u></b>	<b><u>621,745</u></b>	<b><u>620,745</u></b>	<b><u>637,281</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-5,374	Grants and Subsidies	0	0	0
-616,078	Reimbursements and Contributions	-551,823	-551,823	-582,281
<b><u>Customer and Client Receipts</u></b>				
-3,615	Sales, Fees and Charges	-20,726	-20,726	-9,600
<b><u>Support Services</u></b>				
-21,944	Internal Recharges and Transfers-Revenue	-42,196	-42,196	-25,400
<b><u>-647,010</u></b>	<b><u>Income</u></b>	<b><u>-614,745</u></b>	<b><u>-614,745</u></b>	<b><u>-617,281</u></b>
<b><u>53,117</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>7,000</u></b>	<b><u>6,000</u></b>	<b><u>20,000</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SEXUAL HEALTH</u></b>			
	<b><u>STI TESTING AND TREATMENT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
724,317	3rd Party Paymts to Public Health Srvce Provi	660,945	660,945	622,945
	<b><u>Support Services</u></b>			
59,836	Internal Recharges and Transfers	57,957	57,957	54,434
<u>784,153</u>	<u>Expenditure</u>	<u>718,902</u>	<u>718,902</u>	<u>677,379</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-24,291	Grants and Subsidies	0	0	0
<u>-24,291</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>759,862</u>	<u>NET EXPENDITURE</u>	<u>718,902</u>	<u>718,902</u>	<u>677,379</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SEXUAL HEALTH CONTRACEPTION EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
35,039	3rd Party Paymts to Public Health Srvce Provi	50,240	50,240	50,240
	<b><u>Support Services</u></b>			
4,032	Internal Recharges and Transfers	3,935	3,935	3,710
<u>39,071</u>	<u>Expenditure</u>	<u>54,175</u>	<u>54,175</u>	<u>53,950</u>
<u>39,071</u>	<u>NET EXPENDITURE</u>	<u>54,175</u>	<u>54,175</u>	<u>53,950</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SEXUAL HEALTH</u></b>			
	<b><u>ADVICE PREVENTION &amp; PROMOTION</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
115	Telephones	0	0	0
	<b><u>Third Party Payments</u></b>			
15,000	Voluntary & Independent Sector Payments	0	0	0
1,263,866	3rd Party Paymts to Public Health Srvce Provi	1,252,659	1,252,659	1,222,659
	<b><u>Support Services</u></b>			
80,616	Internal Recharges and Transfers	78,136	78,136	73,689
<b><u>1,359,598</u></b>	<b><u>Expenditure</u></b>	<b><u>1,330,795</u></b>	<b><u>1,330,795</u></b>	<b><u>1,296,348</u></b>
<b><u>1,359,598</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,330,795</u></b>	<b><u>1,330,795</u></b>	<b><u>1,296,348</u></b>



**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>NHS HEALTH CHECK PROGRAMME</u></b>			
	<b><u>PRIMARY CARE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
0	Direct Service Charge - Graphic Design Costs	600	600	600
49	Telephones	0	0	0
0	Other Professional Fees	10,890	10,890	10,890
0	Advertising, Promotion & Notices	2,400	2,400	2,400
	<b><u>Third Party Payments</u></b>			
12,057	3rd Party Paymts to Public Health Srvce Provi	67,000	67,000	67,000
	<b><u>Support Services</u></b>			
22,352	Internal Recharges and Transfers	21,558	21,558	20,250
<b><u>34,459</u></b>	<b><u>Expenditure</u></b>	<b><u>102,448</u></b>	<b><u>102,448</u></b>	<b><u>101,140</u></b>
<b><u>34,459</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>102,448</u></b>	<b><u>102,448</u></b>	<b><u>101,140</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PUBLIC HEALTH ADVICE</u></b>			
	<b><u>PUBLIC HEALTH ADVICE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
7,869	3rd Party Payments to Other Local Authorities	12,022	12,022	12,022
	<b><u>Support Services</u></b>			
646,978	Internal Recharges and Transfers	623,575	623,575	600,610
<u>654,847</u>	<u>Expenditure</u>	<u>635,597</u>	<u>635,597</u>	<u>612,632</u>
<u>654,847</u>	<u>NET EXPENDITURE</u>	<u>635,597</u>	<u>635,597</u>	<u>612,632</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>OBESITY</u></b>			
	<b><u>ADULT OBESITY</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
311	Non-Teachers Pay	0	0	0
	<b><u>Supplies and Services</u></b>			
610	Telephones	0	0	0
	<b><u>Third Party Payments</u></b>			
599,982	3rd Party Paymts to Public Health Srvce Provi	495,174	495,174	500,763
	<b><u>Support Services</u></b>			
197,676	Internal Recharges and Transfers	191,090	191,090	177,307
<b><u>798,579</u></b>	<b><u>Expenditure</u></b>	<b><u>686,264</u></b>	<b><u>686,264</u></b>	<b><u>678,070</u></b>
<b><u>798,579</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>686,264</u></b>	<b><u>686,264</u></b>	<b><u>678,070</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>OBESITY</u></b>			
	<b><u>CHILD OBESITY</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
55	Telephones	0	0	0
	<b><u>Support Services</u></b>			
398,323	Internal Recharges and Transfers	385,637	385,637	358,293
<b><u>398,378</u></b>	<b><u>Expenditure</u></b>	<b><u>385,637</u></b>	<b><u>385,637</u></b>	<b><u>358,293</u></b>
<b><u>398,378</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>385,637</u></b>	<b><u>385,637</u></b>	<b><u>358,293</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL ACTIVITY</u></b>			
	<b><u>PHYSICAL ACTIVITY FOR ADULTS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Premises Related Expenses</u></b>			
11,399	Direct Service Charge-Ground Maintenance	11,000	11,000	13,000
	<b><u>Third Party Payments</u></b>			
292,216	3rd Party Paymts to Public Health Svce Provi	238,962	238,962	241,418
	<b><u>Support Services</u></b>			
727,797	Internal Recharges and Transfers	1,164,772	1,164,772	1,236,479
<b><u>1,031,412</u></b>	<b><u>Expenditure</u></b>	<b><u>1,414,734</u></b>	<b><u>1,414,734</u></b>	<b><u>1,490,897</u></b>
<b><u>1,031,412</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,414,734</u></b>	<b><u>1,414,734</u></b>	<b><u>1,490,897</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PHYSICAL ACTIVITY</u></b>			
	<b><u>PHYSICAL ACTIVITY FOR CHILDREN</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
203	Direct Service Charge - Graphic Design Costs	0	0	0
353	Advertising, Promotion & Notices	0	0	0
	<b><u>Third Party Payments</u></b>			
2,500	3rd Party Payments to Other Local Authorities	0	0	0
30,000	Voluntary & Independent Sector Payments	0	0	0
	<b><u>Support Services</u></b>			
1,385	Internal Recharges and Transfers	1,349	1,349	1,281
<u>34,440</u>	<u>Expenditure</u>	<u>1,349</u>	<u>1,349</u>	<u>1,281</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-9,100	Reimbursements and Contributions	0	0	0
<u>-9,100</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>25,340</u>	<u>NET EXPENDITURE</u>	<u>1,349</u>	<u>1,349</u>	<u>1,281</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUBSTANCE MISUSE</u></b>			
	<b><u>DRUG MISUSE - ADULTS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
65,080	Voluntary & Independent Sector Payments	65,080	65,080	58,080
1,954,072	3rd Party Paymts to Public Health Srvce Provi	2,031,918	2,031,918	1,833,918
	<b><u>Support Services</u></b>			
145,631	Internal Recharges and Transfers	141,095	141,095	133,172
<b><u>2,164,783</u></b>	<b><u>Expenditure</u></b>	<b><u>2,238,093</u></b>	<b><u>2,238,093</u></b>	<b><u>2,025,170</u></b>
<b><u>2,164,783</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>2,238,093</u></b>	<b><u>2,238,093</u></b>	<b><u>2,025,170</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUBSTANCE MISUSE</u></b>			
	<b><u>SUBSTANCE MISUSE - YOUTH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,000	Other Training Expenses	0	0	0
	<b><u>Supplies and Services</u></b>			
3,508	Telephones	0	0	0
1,890	Hardware, Software & Other Computing	0	0	0
	<b><u>Support Services</u></b>			
258,256	Internal Recharges and Transfers	267,085	267,085	276,751
<u>264,653</u>	<u>Expenditure</u>	<u>267,085</u>	<u>267,085</u>	<u>276,751</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-1,000	Grants and Subsidies	0	0	0
<u>-1,000</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>263,653</u>	<u>NET EXPENDITURE</u>	<u>267,085</u>	<u>267,085</u>	<u>276,751</u>



**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SUBSTANCE MISUSE</u></b>			
	<b><u>ALCOHOL MISUSE - ADULTS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
310,874	3rd Party Paymts to Public Health Srvce Provi	357,814	357,814	357,814
	<b><u>Support Services</u></b>			
15,380	Internal Recharges and Transfers	14,843	14,843	13,983
<u>326,254</u>	<u>Expenditure</u>	<u>372,657</u>	<u>372,657</u>	<u>371,797</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-77,654	Grants and Subsidies	0	0	0
<u>-77,654</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>248,600</u>	<u>NET EXPENDITURE</u>	<u>372,657</u>	<u>372,657</u>	<u>371,797</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>SMOKING &amp; TOBACCO</u></b>			
	<b><u>STOP SMOKING SERVICES &amp; INTERVENTIONS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
568,978	3rd Party Paymts to Public Health Srvce Provi	514,334	514,334	518,658
	<b><u>Support Services</u></b>			
33,033	Internal Recharges and Transfers	32,051	32,051	30,427
<u>602,011</u>	<u>Expenditure</u>	<u>546,385</u>	<u>546,385</u>	<u>549,085</u>
<u>602,011</u>	<u>NET EXPENDITURE</u>	<u>546,385</u>	<u>546,385</u>	<u>549,085</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CHILDREN 0-19 PUBLIC HEALTH PROGRAMMES</u></b>			
	<b><u>HEALTHY CHILD PROGRAMME</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
71,047	Non-Teachers Pay	90,671	90,671	95,753
208	Employee Retirement Costs	0	0	0
0	Internal Training Costs	515	515	515
10,400	Other Training Expenses	0	0	0
	<b><u>Transport Related Expenses</u></b>			
592	Travel Expenses	1,330	1,330	1,330
	<b><u>Supplies and Services</u></b>			
0	Equipment	4,280	4,280	4,280
0	Catering Costs	1,000	1,000	1,000
94	Printing and Reprographics	0	0	0
0	Stationery and Office Expenses	3,000	3,000	3,000
49	Postage	0	0	0
161	Telephones	550	550	550
1,518	Hardware, Software & Other Computing	50	50	50
0	Premises & Room Hire	200	200	200
113	Subscriptions	0	0	0
	<b><u>Third Party Payments</u></b>			
4,413,377	3rd Party Paymts to Public Health Svce Provi	4,361,725	4,361,725	4,261,725
	<b><u>Transfer Payments</u></b>			
80	Client Personal Allowances	0	0	0
	<b><u>Support Services</u></b>			
215,151	Internal Recharges and Transfers	259,589	259,589	351,367
<b><u>4,712,789</u></b>	<b><u>Expenditure</u></b>	<b><u>4,722,910</u></b>	<b><u>4,722,910</u></b>	<b><u>4,719,770</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-10,400	Grants and Subsidies	0	0	0
<b><u>-10,400</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>4,702,389</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>4,722,910</u></b>	<b><u>4,722,910</u></b>	<b><u>4,719,770</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MISCELLANEOUS PUBLIC HEALTH SERVICES</u></b>			
	<b><u>DENTAL PUBLIC HEALTH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
107,691	3rd Party Paymts to Public Health Srvce Provi	80,065	80,065	80,888
	<b><u>Support Services</u></b>			
8,225	Internal Recharges and Transfers	8,014	8,014	7,607
<u>115,916</u>	<u>Expenditure</u>	<u>88,079</u>	<u>88,079</u>	<u>88,495</u>
<u>115,916</u>	<u>NET EXPENDITURE</u>	<u>88,079</u>	<u>88,079</u>	<u>88,495</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MISCELLANEOUS PUBLIC HEALTH SERVICES</u></b>			
	<b><u>NUTRITION INITIATIVES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
55	Telephones	0	0	0
	<b><u>Third Party Payments</u></b>			
122,813	3rd Party Paymts to Public Health Svce Provi	91,431	91,431	92,371
<u>122,868</u>	<u>Expenditure</u>	<u>91,431</u>	<u>91,431</u>	<u>92,371</u>
<u>122,868</u>	<u>NET EXPENDITURE</u>	<u>91,431</u>	<u>91,431</u>	<u>92,371</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MISCELLANEOUS PUBLIC HEALTH SERVICES</u></b>			
	<b><u>HEALTH AT WORK</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
36,723	Non-Teachers Pay	36,342	36,342	18,092
	<b><u>Supplies and Services</u></b>			
134	Equipment	1,000	1,000	1,000
0	Catering Costs	100	100	100
0	Direct Service Charge - Graphic Design Costs	1,000	1,000	1,000
85	Telephones	0	0	0
314	Hardware, Software & Other Computing	0	0	0
0	Other Professional Fees	500	500	500
0	Premises & Room Hire	500	500	500
0	Advertising, Promotion & Notices	900	900	900
	<b><u>Support Services</u></b>			
2,088	Internal Recharges and Transfers	2,034	2,034	1,931
<b><u>39,345</u></b>	<b><u>Expenditure</u></b>	<b><u>42,376</u></b>	<b><u>42,376</u></b>	<b><u>24,023</u></b>
<b><u>39,345</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>42,376</u></b>	<b><u>42,376</u></b>	<b><u>24,023</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MISCELLANEOUS PUBLIC HEALTH SERVICES</u></b>			
	<b><u>ACCIDENT PREVENTION PROGRAMME</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
205,764	3rd Party Paymts to Public Health Svce Provi	201,258	201,258	201,258
	<b><u>Support Services</u></b>			
4,765	Internal Recharges and Transfers	4,642	4,642	4,407
<u>210,529</u>	<u>Expenditure</u>	<u>205,900</u>	<u>205,900</u>	<u>205,665</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-100,000	Reimbursements and Contributions	-100,000	-100,000	-100,000
<u>-100,000</u>	<u>Income</u>	<u>-100,000</u>	<u>-100,000</u>	<u>-100,000</u>
<u>110,529</u>	<u>NET EXPENDITURE</u>	<u>105,900</u>	<u>105,900</u>	<u>105,665</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MISCELLANEOUS PUBLIC HEALTH SERVICES</u></b>			
	<b><u>PUBLIC MENTAL HEALTH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
15	Catering Costs	0	0	0
45	Printing and Reprographics	0	0	0
299	Direct Service Charge - Graphic Design Costs	0	0	0
440	Premises & Room Hire	0	0	0
5,908	Advertising, Promotion & Notices	0	15,984	0
	<b><u>Third Party Payments</u></b>			
122,813	3rd Party Paymts to Public Health Srvce Provi	99,208	99,208	100,148
	<b><u>Support Services</u></b>			
49,125	Internal Recharges and Transfers	48,891	48,891	98,439
<b><u>178,645</u></b>	<b><u>Expenditure</u></b>	<b><u>148,099</u></b>	<b><u>164,083</u></b>	<b><u>198,587</u></b>
<b><u>178,645</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>148,099</u></b>	<b><u>164,083</u></b>	<b><u>198,587</u></b>



**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MISCELLANEOUS PUBLIC HEALTH SERVICES</u></b>			
	<b><u>GENERAL PREVENTION</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
19,183	Voluntary & Independent Sector Payments	29,250	29,250	29,250
	<b><u>Support Services</u></b>			
42,675	Internal Recharges and Transfers	553,207	553,207	774,967
<b><u>61,858</u></b>	<b><u>Expenditure</u></b>	<b><u>582,457</u></b>	<b><u>582,457</u></b>	<b><u>804,217</u></b>
<b><u>61,858</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>582,457</u></b>	<b><u>582,457</u></b>	<b><u>804,217</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MISCELLANEOUS PUBLIC HEALTH SERVICES</u></b>			
	<b><u>OTHER PUBLIC HEALTH SERVICES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
108,242	3rd Party Paymts to Public Health Srvce Provi	105,089	105,089	105,089
	<b><u>Support Services</u></b>			
197,945	Internal Recharges and Transfers	228,061	228,061	434,116
<u>306,187</u>	<u>Expenditure</u>	<u>333,150</u>	<u>333,150</u>	<u>539,205</u>
<u>306,187</u>	<u>NET EXPENDITURE</u>	<u>333,150</u>	<u>333,150</u>	<u>539,205</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES</u></b>			
	<b><u>DIRECTORATE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,491,316	Non-Teachers Pay	184,266	136,244	126,963
390,543	Agency Staff	0	0	0
1,134	IR35 Employees	0	0	0
4,432	Employee Recruitment Costs	0	0	0
0	Internal Training Costs	500	500	500
0	Other Training Expenses	1,000	1,000	1,000
	<b><u>Premises Related Expenses</u></b>			
14,944	Repairs and Maintenance	0	0	0
58,929	Rents & Rates	0	0	0
13,356	Cleaning & Domestic Services	0	0	0
	<b><u>Transport Related Expenses</u></b>			
591	Direct Transport Costs	0	0	0
1,221	Direct Service Charge-Pooled Transport Costs	0	0	0
53,188	External Transport Hire & Contracts	0	0	0
-421	Travel Expenses	1,900	1,900	1,900
	<b><u>Supplies and Services</u></b>			
696,228	Equipment	500	500	500
71	Furniture	500	500	500
0	Books, Publications & Literature	500	500	500
9,810	Materials	0	0	0
8,692	Catering Costs	1,000	1,000	1,000
7,764	Clothing,Uniforms and Laundry	0	0	0
1,360	Printing and Reprographics	2,500	2,500	2,500
10,174	Direct Service Charge - Graphic Design Costs	2,500	2,500	2,500
3,958	Stationery and Office Expenses	1,500	1,500	1,500
20	Postage	100	100	100
1,736	Telephones	1,300	1,300	1,300
50,994	Hardware, Software & Other Computing	3,000	2,394	2,394
222	Medical Fees	0	0	0
14,230	Other Professional Fees	5,000	5,000	5,000
53,449	Banking & Security Services	0	0	0
442	Premises & Room Hire	1,000	1,000	1,000
0	Professional Meetings	1,000	1,000	1,000
2,570	Subscriptions	6,500	6,500	6,500
47,686	Advertising, Promotion & Notices	2,000	2,000	2,000
	<b><u>Third Party Payments</u></b>			
218,663	3rd Party Payments to Other Local Authorities	0	0	0
2,122	Direct Service Charge-Civil Engineering	0	0	0
444,180	3rd Party Payments to Private Contractors	0	0	0
80,039	3rd Party Paymts to Public Health Svce Provi	0	0	0
	<b><u>Support Services</u></b>			
329,674	Internal Recharges and Transfers	318,793	367,421	367,421
137,560	Central Premises Recharges	74,111	74,111	74,111
	<b><u>Capital Charges and Financing Costs</u></b>			
90,911	R C C O	0	0	0

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<u>4,241,788</u>	<u>Expenditure</u>	<u>609,470</u>	<u>609,470</u>	<u>600,189</u>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-3,511,943	Grants and Subsidies	0	0	0
<b><u>Support Services</u></b>				
-633,482	Internal Recharges and Transfers-Revenue	-609,470	-609,470	-600,189
<u>-4,145,425</u>	<u>Income</u>	<u>-609,470</u>	<u>-609,470</u>	<u>-600,189</u>
<u>96,363</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES</u></b>			
	<b><u>COMMISSIONING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
393,395	Non-Teachers Pay	621,143	527,816	539,201
0	Internal Training Costs	220	220	220
6,701	Other Training Expenses	0	0	0
	<b><u>Transport Related Expenses</u></b>			
79	Travel Expenses	1,600	1,600	994
	<b><u>Supplies and Services</u></b>			
0	Printing and Reprographics	0	0	0
619	Telephones	1,100	1,100	1,100
3,334	Hardware, Software & Other Computing	0	-606	0
	<b><u>Third Party Payments</u></b>			
738,100	3rd Party Paymts to Public Health Svce Provi	553,641	553,641	559,331
	<b><u>Support Services</u></b>			
441,389	Internal Recharges and Transfers	336,660	430,593	294,433
<b><u>1,583,617</u></b>	<b><u>Expenditure</u></b>	<b><u>1,514,364</u></b>	<b><u>1,514,364</u></b>	<b><u>1,395,279</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-6,701	Grants and Subsidies	0	0	0
-8,951	Reimbursements and Contributions	0	0	0
	<b><u>Support Services</u></b>			
-1,567,965	Internal Recharges and Transfers-Revenue	-1,514,364	-1,514,364	-1,395,279
<b><u>-1,583,617</u></b>	<b><u>Income</u></b>	<b><u>-1,514,364</u></b>	<b><u>-1,514,364</u></b>	<b><u>-1,395,279</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES</u></b>			
	<b><u>COLLABORATIVE COMMISSIONING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
59,676	3rd Party Payments to Other Local Authorities	60,875	60,875	60,875
<u>59,676</u>	<u>Expenditure</u>	<u>60,875</u>	<u>60,875</u>	<u>60,875</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-59,676	Internal Recharges and Transfers-Revenue	-60,875	-60,875	-60,875
<u>-59,676</u>	<u>Income</u>	<u>-60,875</u>	<u>-60,875</u>	<u>-60,875</u>
<u>0</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PUBLIC HEALTH GRANT</u></b>			
	<b><u>PUBLIC HEALTH GRANT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-14,018,330	Grants and Subsidies	-14,868,523	-14,884,507	-15,065,126
<u>-14,018,330</u>	<u>Income</u>	<u>-14,868,523</u>	<u>-14,884,507</u>	<u>-15,065,126</u>
<u>-14,018,330</u>	<u>NET EXPENDITURE</u>	<u>-14,868,523</u>	<u>-14,884,507</u>	<u>-15,065,126</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CULTURE AND HERITAGE</u></b>			
	<b><u>ARTS DEVELOPMENT AND SUPPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
54,149	Non-Teachers Pay	44,497	45,827	47,123
0	Internal Training Costs	400	400	400
0	Other Training Expenses	1,110	1,400	1,110
	<b><u>Transport Related Expenses</u></b>			
14	Travel Expenses	0	0	0
	<b><u>Supplies and Services</u></b>			
0	Equipment	1,682	1,682	1,682
27	Catering Costs	99	99	99
7	Printing and Reprographics	350	350	350
1,001	Direct Service Charge - Graphic Design Costs	300	300	300
1,447	Postage	500	500	500
108	Telephones	200	200	200
684	Hardware, Software & Other Computing	304	304	304
0	Medical Fees	50	50	50
12,900	Consultants	0	0	0
1,000	Other Professional Fees	16,667	0	0
81,759	Education, Leisure Activities & Entertainments	86,200	87,330	84,393
0	Premises & Room Hire	500	500	500
825	Subscriptions	0	0	0
236	Advertising, Promotion & Notices	2,130	2,130	2,130
	<b><u>Support Services</u></b>			
99,128	Internal Recharges and Transfers	85,583	85,274	145,989
<b><u>253,285</u></b>	<b><u>Expenditure</u></b>	<b><u>240,572</u></b>	<b><u>226,346</u></b>	<b><u>285,130</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-2,750	Reimbursements and Contributions	0	-2,750	0
	<b><u>Customer and Client Receipts</u></b>			
-4,667	Sales, Fees and Charges	0	0	0
	<b><u>Support Services</u></b>			
-40,000	Internal Recharges and Transfers-Revenue	-40,000	-40,000	-40,000
<b><u>-47,417</u></b>	<b><u>Income</u></b>	<b><u>-40,000</u></b>	<b><u>-42,750</u></b>	<b><u>-40,000</u></b>
<b><u>205,869</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>200,572</u></b>	<b><u>183,596</u></b>	<b><u>245,130</u></b>



**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CULTURE AND HERITAGE</u></b>			
	<b><u>HERITAGE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
186,668	3rd Party Payments to Private Contractors	200,000	200,000	200,000
<u>186,668</u>	<u>Expenditure</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
<u>186,668</u>	<u>NET EXPENDITURE</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CULTURE AND HERITAGE</u></b>			
	<b><u>TOURISM &amp; EVENTS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
78,776	Non-Teachers Pay	85,297	85,297	85,297
	<b><u>Premises Related Expenses</u></b>			
0	Repairs and Maintenance	3,992	3,992	3,992
0	Direct Service Charge-Ground Maintenance	1,109	1,109	1,137
0	Energy Costs	993	993	1,370
0	Cleaning & Domestic Services	1,000	1,000	1,000
	<b><u>Transport Related Expenses</u></b>			
379	Travel Expenses	0	2,000	2,000
	<b><u>Supplies and Services</u></b>			
4,440	Equipment	0	3,969	3,969
20	Materials	0	0	0
1,103	Catering Costs	0	2,112	2,112
154	Printing and Reprographics	0	597	597
854	Direct Service Charge - Graphic Design Costs	0	150	150
0	Stationery and Office Expenses	0	0	0
527	Telephones	0	0	0
606	Hardware, Software & Other Computing	0	0	0
0	Other Professional Fees	3,000	3,000	3,000
1,250	Education,Leisure Activities & Entertainments	500	3,395	3,395
0	Professional Meetings	0	352	352
4,980	Advertising, Promotion & Notices	200	200	200
74	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
40,475	3rd Party Payments to Private Contractors	165,557	165,557	165,557
	<b><u>Support Services</u></b>			
287	Internal Recharges and Transfers	376	376	1,278
0	Central Premises Recharges	0	925	0
<b><u>133,927</u></b>	<b><u>Expenditure</u></b>	<b><u>262,024</u></b>	<b><u>275,024</u></b>	<b><u>275,406</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-1,350	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-1,892	Rents	-25,500	-25,500	-25,500
<b><u>-3,242</u></b>	<b><u>Income</u></b>	<b><u>-25,500</u></b>	<b><u>-25,500</u></b>	<b><u>-25,500</u></b>
<b><u>130,685</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>236,524</u></b>	<b><u>249,524</u></b>	<b><u>249,906</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CULTURE AND HERITAGE</u></b>			
	<b><u>ARCHIVING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
59,492	Non-Teachers Pay	-1,918	28,909	29,855
0	Other Training Expenses	0	450	0
	<b><u>Transport Related Expenses</u></b>			
27	Travel Expenses	0	0	0
	<b><u>Supplies and Services</u></b>			
-8,546	Equipment	1,000	3,113	1,000
3	Printing and Reprographics	300	300	300
0	Direct Service Charge - Graphic Design Costs	500	500	500
4	Postage	0	0	0
0	Telephones	224	427	224
2,390	Hardware, Software & Other Computing	2,110	3,620	2,203
0	Other Professional Fees	0	39,034	11,377
0	Education, Leisure Activities & Entertainments	0	1,000	0
870	Subscriptions	0	580	0
0	Advertising, Promotion & Notices	1,000	1,323	1,000
	<b><u>Support Services</u></b>			
118,283	Central Premises Recharges	95,097	95,097	103,789
<u>172,524</u>	<u>Expenditure</u>	<u>98,313</u>	<u>174,353</u>	<u>150,248</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-1,525	Grants and Subsidies	0	-56,229	-43,150
-5,588	Reimbursements and Contributions	0	-17,670	0
	<b><u>Customer and Client Receipts</u></b>			
-280	Sales, Fees and Charges	0	-70	0
<u>-7,393</u>	<u>Income</u>	<u>0</u>	<u>-73,969</u>	<u>-43,150</u>
<u>165,131</u>	<u>NET EXPENDITURE</u>	<u>98,313</u>	<u>100,384</u>	<u>107,098</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>RECREATION AND SPORT</u></b>			
	<b><u>SPORTS DEVELOPMENT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
192,431	Non-Teachers Pay	236,321	188,810	246,679
2,436	Employee Retirement Costs	0	0	0
182	Employee Insurance Costs	176	176	176
0	Other Training Expenses	600	600	600
	<b><u>Premises Related Expenses</u></b>			
4,082	Direct Service Charge-Ground Maintenance	2,366	2,366	2,425
0	Rents & Rates	200	200	205
	<b><u>Transport Related Expenses</u></b>			
4	Direct Transport Costs	0	38	0
19	External Transport Hire & Contracts	300	340	300
2,037	Travel Expenses	550	2,475	550
	<b><u>Supplies and Services</u></b>			
977	Equipment	9,717	16,564	9,434
0	Catering Costs	396	396	396
120	Clothing,Uniforms and Laundry	350	350	350
4	Printing and Reprographics	150	150	150
0	Direct Service Charge - Graphic Design Costs	500	534	500
41	Stationery and Office Expenses	0	0	0
389	Postage	250	250	250
1,030	Telephones	1,000	1,150	1,000
3,256	Hardware, Software & Other Computing	714	1,103	724
53	Medical Fees	0	0	0
20,484	Other Professional Fees	31,361	41,661	1,361
0	Exam & Course Fees (incl. students & clients)	100	100	100
0	Banking & Security Services	3,266	3,266	3,266
1,095	Premises & Room Hire	17,933	12,744	10,872
201	Insurances	201	201	201
818	Advertising, Promotion & Notices	2,457	535	900
186	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
95,215	3rd Party Payments to Private Contractors	274,159	258,159	48,159
	<b><u>Support Services</u></b>			
63,747	Internal Recharges and Transfers	64,173	62,554	83,286
1,675	Central Premises Recharges	12,135	12,135	13,287
<b><u>390,480</u></b>	<b><u>Expenditure</u></b>	<b><u>659,375</u></b>	<b><u>606,857</u></b>	<b><u>425,171</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-66,749	Grants and Subsidies	-85,382	-32,798	-58,809
3,719	Reimbursements and Contributions	-31,000	-41,121	-31,000
	<b><u>Customer and Client Receipts</u></b>			
1,760	Sales, Fees and Charges	-9,180	-6,744	-4,955
	<b><u>Support Services</u></b>			
-118,701	Internal Recharges and Transfers-Revenue	-311,895	-311,895	-311,895
<b><u>-179,971</u></b>	<b><u>Income</u></b>	<b><u>-437,457</u></b>	<b><u>-392,558</u></b>	<b><u>-406,659</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<u>210,509</u>	<u>NET EXPENDITURE</u>	<u>221,918</u>	<u>214,299</u>	<u>18,512</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>RECREATION AND SPORT</u></b>			
	<b><u>INDOOR SPORTS AND RECREATION FACILITIES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,728,261	Non-Teachers Pay	2,176,127	2,176,127	2,279,311
42,841	IR35 Employees	22,500	22,500	23,063
3,338	Employee Insurance Costs	3,229	3,229	3,229
0	Internal Training Costs	3,000	3,000	3,000
23,914	Other Training Expenses	6,255	6,255	6,255
	<b><u>Premises Related Expenses</u></b>			
23,980	Repairs and Maintenance	6,300	11,891	10,300
492	Direct Service Charge-Ground Maintenance	0	0	0
884	Cleaning & Domestic Services	0	0	0
	<b><u>Transport Related Expenses</u></b>			
0	Direct Transport Costs	0	50	0
0	External Transport Hire & Contracts	629	525	629
1,995	Travel Expenses	1,767	2,471	2,500
	<b><u>Supplies and Services</u></b>			
30,241	Equipment	70,729	61,736	103,029
7,317	Furniture	0	0	0
275	Books, Publications & Literature	1,750	1,750	1,750
16,356	Materials	38,530	38,680	38,530
0	Catering Costs	6,095	6,095	6,095
11,808	Clothing,Uniforms and Laundry	6,673	6,673	6,673
892	Printing and Reprographics	2,757	7,426	2,757
907	Direct Service Charge - Graphic Design Costs	1,620	1,620	1,620
1,144	Stationery and Office Expenses	1,450	1,450	1,450
19	Postage	0	0	0
19,666	Telephones	15,902	16,395	16,227
66,098	Hardware, Software & Other Computing	51,650	55,154	53,598
120	Legal Fees	400	950	400
192	Medical Fees	0	0	0
17,241	Other Professional Fees	-248,000	-163,960	-320,000
43,635	Education,Leisure Activities & Entertainments	122,970	116,146	111,070
412	Banking & Security Services	8,557	8,557	7,824
11,985	Direct Service Charge-Security	12,105	12,105	12,407
757	Subscriptions	1,739	1,751	1,739
11,670	Insurances	10,610	10,610	10,610
9,554	Advertising, Promotion & Notices	5,460	5,585	5,460
15,462	Licenses	20,269	29,681	24,769
1,861	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
4,090	Direct Service Charge-Civil Engineering	0	0	0
4,328	Direct Service Charge-Cleansing	4,326	4,326	4,434
	<b><u>Support Services</u></b>			
312,101	Internal Recharges and Transfers	311,132	301,846	426,590
796,764	Central Premises Recharges	1,067,607	1,067,607	1,165,208
	<b><u>Capital Charges and Financing Costs</u></b>			
490,249	Non-current Assets Depreciation & Amortisation	490,248	598,544	598,544

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual</b>		<b>Allowed</b>	<b>Revised</b>	<b>Forward</b>
<b>Expenditure</b>		<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
<b><u>2020/21</u></b>		<b><u>2021/22</u></b>	<b><u>2021/22</u></b>	<b><u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
19,000	R C C O	0	0	0
173,433	Impairment & Revaluation Losses	0	0	0
<b><u>3,893,282</u></b>	<b><u>Expenditure</u></b>	<b><u>4,224,386</u></b>	<b><u>4,416,775</u></b>	<b><u>4,609,071</u></b>
<b>INCOME</b>				
<b><u>External Grants and Reimbursements</u></b>				
-15,088	Grants and Subsidies	0	0	0
-1,180	Reimbursements and Contributions	0	0	0
<b><u>Customer and Client Receipts</u></b>				
-410,097	Sales, Fees and Charges	-3,051,141	-3,060,394	-2,577,139
<b><u>Support Services</u></b>				
-236,440	Internal Recharges and Transfers-Revenue	-654,723	-654,723	-754,723
<b><u>-662,805</u></b>	<b><u>Income</u></b>	<b><u>-3,705,864</u></b>	<b><u>-3,715,117</u></b>	<b><u>-3,331,862</u></b>
<b><u>3,230,477</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>518,522</u></b>	<b><u>701,658</u></b>	<b><u>1,277,209</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>RECREATION AND SPORT</u></b>			
	<b><u>GOLF COURSE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Capital Charges and Financing Costs</u></b>			
-2,500	Impairment & Revaluation Losses	0	0	0
<u>-2,500</u>	<u>Expenditure</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>-2,500</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>



**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LIBRARY SERVICE</u></b>			
	<b><u>LIBRARY BUILDINGS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,167,748	Non-Teachers Pay	1,375,375	1,313,094	1,438,418
73,061	Employee Retirement Costs	0	100	0
2,897	Employee Insurance Costs	2,802	2,802	2,802
90	Internal Training Costs	725	725	725
5,172	Other Training Expenses	4,544	4,544	4,544
	<b><u>Premises Related Expenses</u></b>			
-370	Repairs and Maintenance	0	0	0
690	Direct Service Charge-Ground Maintenance	0	0	0
18,367	Rents & Rates	18,101	18,101	18,554
0	Cleaning & Domestic Services	560	560	560
0	Premises Insurance	617	617	632
	<b><u>Transport Related Expenses</u></b>			
13	Direct Transport Costs	0	0	0
12,684	Direct Service Charge-Pooled Transport Costs	14,409	8,327	8,842
0	External Transport Hire & Contracts	50	50	50
2,075	Travel Expenses	397	567	397
	<b><u>Supplies and Services</u></b>			
5,621	Equipment	14,133	14,814	14,033
67	Furniture	0	0	0
214,128	Books, Publications & Literature	210,945	205,444	186,607
1,266	Materials	1,350	1,350	1,350
34	Catering Costs	220	620	220
29	Clothing,Uniforms and Laundry	24	66	24
1,040	Printing and Reprographics	1,600	1,552	1,550
495	Direct Service Charge - Graphic Design Costs	1,624	2,108	1,624
415	Stationery and Office Expenses	2,000	2,000	2,000
297	Postage	2,000	1,370	2,000
48,992	Telephones	45,231	50,231	45,666
47,889	Hardware, Software & Other Computing	29,876	35,614	43,040
0	Legal Fees	0	350	0
440	Medical Fees	0	52	0
1,500	Consultants	0	0	0
34,455	Other Professional Fees	-262,188	-211,338	-311,973
443	Exam & Course Fees (incl. students & clients)	0	1,100	0
59,896	Education,Leisure Activities & Entertainments	31,324	84,201	28,880
503	Banking & Security Services	5,679	679	5,679
25,061	Direct Service Charge-Security	25,312	25,312	25,941
2,340	Other Supplies & Services	0	0	0
219	Professional Meetings	0	430	0
0	Grants to Third Parties	0	2,000	0
546	Subscriptions	350	350	350
1,558	Insurances	1,558	1,558	1,558
700	Advertising, Promotion & Notices	2,500	2,786	2,500
0	Licenses	140	140	140
447	Provision for bad/doubtful debt	0	0	0

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>Third Party Payments</u></b>			
6,209	Direct Service Charge-Cleansing	6,273	6,273	6,431
256	3rd Party Payments to Private Contractors	1,530	1,530	1,530
	<b><u>Support Services</u></b>			
268,283	Internal Recharges and Transfers	267,651	260,479	360,312
444,467	Central Premises Recharges	436,552	436,552	476,477
	<b><u>Capital Charges and Financing Costs</u></b>			
164,087	Revenue Expend Financed By Capital	0	0	0
135,264	Non-current Assets Depreciation & Amortisation	135,264	123,444	123,444
1,204	Impairment & Revaluation Losses	0	0	0
<u>2,750,580</u>	<u>Expenditure</u>	<u>2,378,528</u>	<u>2,400,554</u>	<u>2,494,907</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-83,696	Grants and Subsidies	-110,000	-110,000	-110,000
-56,408	Reimbursements and Contributions	0	-57,508	0
	<b><u>Customer and Client Receipts</u></b>			
-15,380	Sales, Fees and Charges	-34,959	-23,869	-41,248
	<b><u>Support Services</u></b>			
-104,669	Internal Recharges and Transfers-Revenue	-120,484	-106,364	-101,395
<u>-260,154</u>	<u>Income</u>	<u>-265,443</u>	<u>-297,741</u>	<u>-252,643</u>
<u>2,490,426</u>	<u>NET EXPENDITURE</u>	<u>2,113,085</u>	<u>2,102,813</u>	<u>2,242,264</u>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>LIBRARY SERVICE</u></b>			
	<b><u>MOBILE AND HOUSEBOUND LIBRARY SERVICE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
23,533	Non-Teachers Pay	23,121	23,121	24,122
0	Other Training Expenses	120	120	120
	<b><u>Transport Related Expenses</u></b>			
4,591	Direct Service Charge-Pooled Transport Costs	4,637	3,513	3,799
147	Travel Expenses	0	0	0
	<b><u>Supplies and Services</u></b>			
3	Printing and Reprographics	0	0	0
188	Telephones	525	525	525
303	Hardware, Software & Other Computing	0	0	0
<b><u>28,765</u></b>	<b><u>Expenditure</u></b>	<b><u>28,403</u></b>	<b><u>27,279</u></b>	<b><u>28,566</u></b>
<b><u>28,765</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>28,403</u></b>	<b><u>27,279</u></b>	<b><u>28,566</u></b>

**WELLBEING CULTURE AND HERITAGE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CULTURAL AND RELATED SERVICES</u></b>			
	<b><u>OUTDOOR SPORTS AND RECREATION FACILITIES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
55,504	Non-Teachers Pay	73,848	73,848	77,191
	<b><u>Premises Related Expenses</u></b>			
4,858	Repairs and Maintenance	5,166	39	5,166
90,531	Direct Service Charge-Ground Maintenance	90,191	90,191	92,446
0	Grounds Maintenance	0	1,823	0
7,405	Energy Costs	12,000	14,177	16,560
	<b><u>Supplies and Services</u></b>			
461	Equipment	3,000	4,966	3,000
411	Materials	750	750	750
13	Clothing,Uniforms and Laundry	0	161	0
20	Printing and Reprographics	0	0	0
1	Stationery and Office Expenses	0	0	0
909	Hardware, Software & Other Computing	0	0	0
1,154	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
4,809	3rd Party Payments to Private Contractors	3,428	2,428	3,428
	<b><u>Support Services</u></b>			
12,025	Internal Recharges and Transfers	11,454	10,840	19,130
27,609	Central Premises Recharges	46,820	46,820	51,099
	<b><u>Capital Charges and Financing Costs</u></b>			
0	Revenue Expend Financed By Capital	0	20,000	0
221,943	Non-current Assets Depreciation & Amortisation	221,943	202,341	202,341
<b><u>427,653</u></b>	<b><u>Expenditure</u></b>	<b><u>468,600</u></b>	<b><u>468,384</u></b>	<b><u>471,111</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-48,736	Sales, Fees and Charges	-142,937	-142,937	-145,796
<b><u>-48,736</u></b>	<b><u>Income</u></b>	<b><u>-142,937</u></b>	<b><u>-142,937</u></b>	<b><u>-145,796</u></b>
<b><u>378,917</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>325,663</u></b>	<b><u>325,447</u></b>	<b><u>325,315</u></b>

# **Finance and Governance**

**FINANCE & GOVERNANCE**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
<b>CORPORATE AND DEMOCRATIC CORE</b>				
1,617,188	DEMOCRATIC REPRESENTATION AND MANAGEMENT	1,437,060	1,426,108	1,720,546
<u>1,617,188</u>		<u>1,437,060</u>	<u>1,426,108</u>	<u>1,720,546</u>
<b>CENTRAL SERVICES TO THE PUBLIC</b>				
288,013	CORONERS' COURT SERVICES	220,000	220,000	220,000
3,855,798	LOCAL TAX COLLECTION	1,858,800	1,679,255	1,541,338
188,868	REGISTRAR OF BIRTHS DEATHS AND MARRIAGES	21,138	17,138	61,994
824,700	EMERGENCY PLANNING	82,913	82,913	117,372
116,388	LOCAL WELFARE ASSISTANCE SCHEMES	174,746	174,746	191,586
195,267	ELECTIONS	405,221	439,221	468,115
40,291	GRANTS AND DONATIONS	46,313	46,313	46,931
<u>5,509,325</u>		<u>2,809,131</u>	<u>2,659,586</u>	<u>2,647,336</u>
<b>NON DISTRIBUTED COSTS</b>				
81,846	UNUSED SHARE OF I.T. FACILITIES & OTHER ASSET	15,266	15,266	16,661
636,845	RETIREMENT BENEFITS	658,543	658,543	658,231
0	OTHER NON DISTRIBUTED COSTS	1,330,000	1,330,000	1,400,226
<u>718,691</u>		<u>2,003,809</u>	<u>2,003,809</u>	<u>2,075,118</u>
<b>MANAGEMENT AND SUPPORT SERVICES - FINANCE</b>				
0	DIRECTORATE	0	0	0
0	ACCOUNTANCY & BUSINESS SUPPORT	0	0	0
-11,407	INCOME SECTION	0	0	0
0	ACCOUNTS PAYABLE	0	0	0
0	AUDIT	0	0	0
0	CORPORATE PROCUREMENT	0	0	0
0	BENEFITS ADMINISTRATION	0	0	0
0	REVENUES & BENEFITS	0	0	0
0	SCRUTINY	0	0	0
0	HEALTH & SAFETY	0	0	0
<u>-11,406</u>		<u>0</u>	<u>0</u>	<u>0</u>
<b>MANAGEMENT AND SUPPORT SERVICES - H.R.</b>				
0	MANAGEMENT	0	0	0
0	PAYROLL	0	0	0
0	PERSONNEL	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
<b>MANAGEMENT AND SUPPORT SERVICES - LEGAL</b>				
-0	LEGAL SERVICES	0	0	0
<u>-0</u>		<u>0</u>	<u>0</u>	<u>0</u>
<b>MANAGEMENT AND SUPPORT SERVICES - GOVERNANCE</b>				
0	ADMINISTRATIVE SERVICES	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
<u>7,833,798</u>	<b>Net Expenditure</b>	<u>6,250,000</u>	<u>6,089,503</u>	<u>6,443,000</u>

**FINANCE & GOVERNANCE**  
**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
<b>EXPENDITURE</b>				
<b>Employees</b>				
7,529,550	Non-Teachers Pay	8,232,101	9,246,623	9,842,365
150,057	Agency Staff	0	125,000	0
36,363	Employee Recruitment Costs	0	8,203	0
1,048,001	Employee Retirement Costs	657,956	657,956	657,956
0	Employee Insurance Costs	0	188	188
200	Internal Training Costs	4,725	4,512	512
95,476	Other Training Expenses	28,407	43,957	34,428
<b>Premises Related Expenses</b>				
106	Repairs and Maintenance	4,500	4,500	4,500
0	Direct Service Charge-Cleaning	0	920	0
2,272	Direct Service Charge-Caretaking	2,295	3,363	2,352
<b>Transport Related Expenses</b>				
204	Direct Transport Costs	0	0	0
24,836	Direct Service Charge-Pooled Transport Costs	27,981	19,893	21,353
-7	External Transport Hire & Contracts	9,731	16,518	9,731
7,666	Travel Expenses	18,546	23,234	23,234
<b>Supplies and Services</b>				
332,785	Equipment	22,279	31,882	18,241
365	Furniture	432	432	432
67,536	Books, Publications & Literature	42,550	42,966	42,699
65,440	Materials	1,897	2,897	1,897
-2,932	Catering Costs	10,034	6,872	7,822
17,595	Clothing,Uniforms and Laundry	120	2,620	120
61,093	Printing and Reprographics	97,300	109,173	96,518
8,016	Direct Service Charge - Graphic Design Costs	1,326	1,176	1,176
8,580	Stationery and Office Expenses	13,981	12,236	13,446
208,312	Postage	243,467	265,702	238,585
42,056	Telephones	46,391	33,910	46,733
662,910	Hardware, Software & Other Computing	987,430	752,753	794,822
12,594	Legal Fees	34,619	34,619	34,619
49,672	Medical Fees	39,717	39,757	39,757
76,758	Other Professional Fees	958,060	1,014,265	1,539,820
465	Exam & Course Fees (incl. students & clients)	2,433	1,433	2,433
189	Education,Leisure Activities & Entertainments	5,276	2,381	2,381
77,958	Banking & Security Services	134,732	134,762	134,983
0	Direct Service Charge-Security	0	782	0
0	Premises & Room Hire	9,054	17,075	9,054
73,020	Other Supplies & Services	55,758	60,490	55,758
878	Professional Meetings	5,634	5,812	5,282
681,338	Members Allowances	702,375	693,398	702,375
1,831,601	Grants to Third Parties	169,864	169,864	136,864
78,732	Subscriptions	88,098	82,667	90,402
0	Insurances	219,265	219,492	219,492
692	Advertising, Promotion & Notices	2,828	2,828	2,828
11,381	Licenses	8,037	9,237	8,037
104,322	Provision for bad/doubtful debt	25,000	25,000	25,000

**FINANCE & GOVERNANCE**  
**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>Third Party Payments</u></b>			
521,633	3rd Party Payments to Other Local Authorities	220,000	220,000	220,000
0	Direct Service Charge-Civil Engineering	4,032	4,032	4,133
1,309	Direct Service Charge-Cleansing	318	318	326
	<b><u>Transfer Payments</u></b>			
	<b><u>Support Services</u></b>			
3,890,144	Internal Recharges and Transfers	4,273,493	4,335,151	4,973,258
619,597	Central Premises Recharges	928,282	943,537	1,025,427
	<b><u>Capital Charges and Financing Costs</u></b>			
3,618	Non-current Assets Depreciation & Amortisation	3,618	0	0
<b><u>18,402,379</u></b>	<b><u>Expenditure</u></b>	<b><u>18,343,942</u></b>	<b><u>19,434,386</u></b>	<b><u>21,091,339</u></b>
	<b>INCOME</b>			
	<b><u>External Grants and Reimbursements</u></b>			
-1,875,561	Grants and Subsidies	-1,266,297	-1,266,297	-1,266,297
-103,097	Reimbursements and Contributions	-981,571	-1,164,904	-981,571
-178,831		0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-132,338	Sales, Fees and Charges	-288,742	-295,155	-296,928
	<b><u>Other Income</u></b>			
-21,363	Interest	-27,000	-22,950	-27,000
	<b><u>Support Services</u></b>			
-75,440	Recharge Transfer to Treasury Management	-68,871	-68,871	-72,699
-8,181,951	Internal Recharges and Transfers-Revenue	-9,461,461	-10,526,706	-12,003,844
<b><u>-10,568,581</u></b>	<b><u>Income</u></b>	<b><u>-12,093,942</u></b>	<b><u>-13,344,883</u></b>	<b><u>-14,648,339</u></b>
<b><u>7,833,798</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>6,250,000</u></b>	<b><u>6,089,503</u></b>	<b><u>6,443,000</u></b>



**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

Actual Expenditure <u>2020/21</u> £		Allowed Estimate <u>2021/22</u> £	Revised Estimate <u>2021/22</u> £	Forward Estimate <u>2022/23</u> £
<b><u>CORPORATE AND DEMOCRATIC CORE</u></b>				
<b><u>DEMOCRATIC REPRESENTATION AND MANAGEMENT</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
215,314	Non-Teachers Pay	210,252	154,652	163,448
52,116	Employee Retirement Costs	0	0	0
0	Internal Training Costs	140	60	60
1,417	Other Training Expenses	449	304	304
<b><u>Transport Related Expenses</u></b>				
1,669	Direct Service Charge-Pooled Transport Costs	3,847	9,807	10,485
-7	External Transport Hire & Contracts	1,831	1,831	1,831
93	Travel Expenses	3,716	1,716	1,716
<b><u>Supplies and Services</u></b>				
2,205	Equipment	7,279	12,722	2,879
0	Books, Publications & Literature	439	439	439
2,248	Materials	1,778	2,778	1,778
-3,010	Catering Costs	7,210	4,148	4,998
799	Printing and Reprographics	4,300	2,703	2,703
218	Direct Service Charge - Graphic Design Costs	250	100	100
1,071	Stationery and Office Expenses	1,499	1,596	999
1,779	Postage	764	1,053	753
7,670	Telephones	29,269	20,607	29,243
50,521	Hardware, Software & Other Computing	41,288	46,847	41,235
17,638	Other Professional Fees	32,317	32,317	32,317
189	Education, Leisure Activities & Entertainments	5,276	2,381	2,381
0	Premises & Room Hire	1,012	1,012	1,012
400	Professional Meetings	1,114	1,192	762
681,338	Members Allowances	702,375	693,398	702,375
43,785	Subscriptions	44,681	44,681	44,681
665	Advertising, Promotion & Notices	1,219	1,219	1,219
7,498	Licenses	6,414	7,614	6,414
<b><u>Support Services</u></b>				
409,641	Internal Recharges and Transfers	300,411	353,926	638,527
122,653	Central Premises Recharges	27,930	27,005	27,887
<b><u>1,617,910</u></b>	<b><u>Expenditure</u></b>	<b><u>1,437,060</u></b>	<b><u>1,426,108</u></b>	<b><u>1,720,546</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-722	Grants and Subsidies	0	0	0
<b><u>-722</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>1,617,188</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,437,060</u></b>	<b><u>1,426,108</u></b>	<b><u>1,720,546</u></b>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
£		£	£	£
	<b><u>CENTRAL SERVICES TO THE PUBLIC</u></b>			
	<b><u>CORONERS' COURT SERVICES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
288,013	3rd Party Payments to Other Local Authorities	220,000	220,000	220,000
<u>288,013</u>	<u>Expenditure</u>	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>
<u>288,013</u>	<u>NET EXPENDITURE</u>	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>CENTRAL SERVICES TO THE PUBLIC</u></b>				
<b><u>LOCAL TAX COLLECTION</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
781,318	Non-Teachers Pay	889,995	889,995	861,183
72,625	Employee Retirement Costs	0	0	0
0	Internal Training Costs	120	120	120
1,442	Other Training Expenses	790	790	790
<b><u>Transport Related Expenses</u></b>				
4,173	Travel Expenses	2,840	2,840	2,840
<b><u>Supplies and Services</u></b>				
0	Equipment	587	587	587
1,230	Books, Publications & Literature	1,650	1,650	1,650
9,974	Printing and Reprographics	27,090	27,090	27,090
56	Direct Service Charge - Graphic Design Costs	200	200	200
162	Stationery and Office Expenses	593	593	593
115,486	Postage	110,512	110,512	110,512
479	Telephones	466	466	466
107,997	Hardware, Software & Other Computing	106,317	106,317	106,317
2,229	Legal Fees	30,829	30,829	30,829
8	Medical Fees	149	149	149
0	Exam & Course Fees (incl. students & clients)	243	243	243
56,968	Other Supplies & Services	33,465	33,465	33,465
850	Professional Meetings	0	0	0
1,711,938	Grants to Third Parties	0	0	0
1,600	Subscriptions	550	550	550
<b><u>Support Services</u></b>				
1,292,742	Internal Recharges and Transfers	1,375,975	1,196,430	1,075,642
8,815	Central Premises Recharges	123,106	123,106	134,789
<b><u>4,170,093</u></b>	<b><u>Expenditure</u></b>	<b><u>2,705,477</u></b>	<b><u>2,525,932</u></b>	<b><u>2,388,015</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-186,737	Grants and Subsidies	-186,006	-186,006	-186,006
-54,558	Reimbursements and Contributions	-660,671	-660,671	-660,671
-73,000		0	0	0
<b><u>-314,295</u></b>	<b><u>Income</u></b>	<b><u>-846,677</u></b>	<b><u>-846,677</u></b>	<b><u>-846,677</u></b>
<b><u>3,855,798</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,858,800</u></b>	<b><u>1,679,255</u></b>	<b><u>1,541,338</u></b>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>CENTRAL SERVICES TO THE PUBLIC</u></b>				
<b><u>REGISTRAR OF BIRTHS DEATHS AND MARRIAGES</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
147,474	Non-Teachers Pay	149,854	149,854	154,540
0	Internal Training Costs	255	255	255
1,330	Other Training Expenses	604	604	604
<b><u>Transport Related Expenses</u></b>				
90	Travel Expenses	634	634	634
<b><u>Supplies and Services</u></b>				
2,959	Equipment	268	268	268
144	Furniture	109	109	109
0	Catering Costs	147	147	147
234	Printing and Reprographics	948	948	948
49	Direct Service Charge - Graphic Design Costs	176	176	176
513	Stationery and Office Expenses	610	610	610
2,132	Postage	1,347	2,347	1,347
462	Telephones	4,757	700	4,757
2,827	Hardware, Software & Other Computing	1,178	5,644	1,178
48	Other Professional Fees	1,872	81	1,872
300	Subscriptions	300	300	300
27	Advertising, Promotion & Notices	828	828	828
1,100	Licenses	1,100	1,100	1,100
<b><u>Third Party Payments</u></b>				
315	Direct Service Charge-Cleansing	318	318	326
<b><u>Support Services</u></b>				
59,367	Internal Recharges and Transfers	40,088	40,088	83,131
31,159	Central Premises Recharges	6,930	6,930	7,563
<b><u>Capital Charges and Financing Costs</u></b>				
3,618	Non-current Assets Depreciation & Amortisation	3,618	0	0
<b><u>254,146</u></b>	<b><u>Expenditure</u></b>	<b><u>215,941</u></b>	<b><u>211,941</u></b>	<b><u>260,693</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-1,000	Grants and Subsidies	0	0	0
<b><u>Customer and Client Receipts</u></b>				
-64,278	Sales, Fees and Charges	-194,803	-194,803	-198,699
<b><u>-65,278</u></b>	<b><u>Income</u></b>	<b><u>-194,803</u></b>	<b><u>-194,803</u></b>	<b><u>-198,699</u></b>
<b><u>188,868</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>21,138</u></b>	<b><u>17,138</u></b>	<b><u>61,994</u></b>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>CENTRAL SERVICES TO THE PUBLIC</u></b>				
<b><u>EMERGENCY PLANNING</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
117,768	Non-Teachers Pay	56,928	56,928	60,188
0	Internal Training Costs	80	80	80
1,067	Other Training Expenses	0	0	0
<b><u>Premises Related Expenses</u></b>				
64	Repairs and Maintenance	0	0	0
<b><u>Transport Related Expenses</u></b>				
0	Travel Expenses	761	761	761
<b><u>Supplies and Services</u></b>				
316,151	Equipment	0	0	0
144	Furniture	0	0	0
169	Books, Publications & Literature	1,050	1,050	1,050
63,168	Materials	0	0	0
46	Catering Costs	227	227	227
15,262	Clothing,Uniforms and Laundry	0	0	0
40	Printing and Reprographics	0	0	0
1,347	Stationery and Office Expenses	0	0	0
26,379	Telephones	852	852	852
14,773	Hardware, Software & Other Computing	894	894	894
914	Medical Fees	0	0	0
10,236	Other Professional Fees	8,450	8,450	8,450
1,102	Professional Meetings	339	339	339
<b><u>Third Party Payments</u></b>				
233,620	3rd Party Payments to Other Local Authorities	0	0	0
994	Direct Service Charge-Cleansing	0	0	0
<b><u>Support Services</u></b>				
28,634	Internal Recharges and Transfers	13,332	13,332	44,531
<b><u>831,877</u></b>	<b><u>Expenditure</u></b>	<b><u>82,913</u></b>	<b><u>82,913</u></b>	<b><u>117,372</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-1,067	Grants and Subsidies	0	0	0
-6,110	Reimbursements and Contributions	0	0	0
<b><u>-7,177</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>824,700</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>82,913</u></b>	<b><u>82,913</u></b>	<b><u>117,372</u></b>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CENTRAL SERVICES TO THE PUBLIC</u></b>			
	<b><u>LOCAL WELFARE ASSISTANCE SCHEMES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
0	Postage	1,840	1,840	1,840
84,537	Grants to Third Parties	97,160	97,160	97,160
	<b><u>Support Services</u></b>			
31,851	Internal Recharges and Transfers	75,746	75,746	92,586
<b><u>116,388</u></b>	<b><u>Expenditure</u></b>	<b><u>174,746</u></b>	<b><u>174,746</u></b>	<b><u>191,586</u></b>
<b><u>116,388</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>174,746</u></b>	<b><u>174,746</u></b>	<b><u>191,586</u></b>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CENTRAL SERVICES TO THE PUBLIC</u></b>			
	<b><u>ELECTIONS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
0	Non-Teachers Pay	84,480	200,603	88,540
6,159	Other Training Expenses	1,901	3,817	1,901
	<b><u>Premises Related Expenses</u></b>			
0	Repairs and Maintenance	4,500	4,500	4,500
0	Direct Service Charge-Cleaning	0	920	0
2,272	Direct Service Charge-Caretaking	2,295	3,363	2,352
	<b><u>Transport Related Expenses</u></b>			
0	External Transport Hire & Contracts	7,800	14,587	7,800
0	Travel Expenses	134	134	134
	<b><u>Supplies and Services</u></b>			
5,827	Equipment	607	4,030	607
0	Books, Publications & Literature	1,033	1,033	1,033
0	Catering Costs	1,219	1,219	1,219
29,293	Printing and Reprographics	30,793	47,746	30,793
525	Direct Service Charge - Graphic Design Costs	0	0	0
579	Stationery and Office Expenses	1,672	2,040	1,672
37,030	Postage	57,191	79,431	57,191
0	Telephones	75	75	75
17,346	Hardware, Software & Other Computing	13,713	13,713	13,713
0	Other Professional Fees	1,080	1,080	1,080
0	Direct Service Charge-Security	0	782	0
0	Premises & Room Hire	7,800	15,821	7,800
528	Other Supplies & Services	3,310	8,042	3,310
0	Insurances	265	265	265
0	Advertising, Promotion & Notices	230	230	230
40	Licenses	23	23	23
	<b><u>Third Party Payments</u></b>			
0	Direct Service Charge-Civil Engineering	4,032	4,032	4,133
	<b><u>Support Services</u></b>			
116,898	Internal Recharges and Transfers	170,930	204,930	229,340
21,471	Central Premises Recharges	12,625	12,625	12,941
<b><u>237,968</u></b>	<b><u>Expenditure</u></b>	<b><u>407,708</u></b>	<b><u>625,041</u></b>	<b><u>470,652</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-13,367	Grants and Subsidies	0	0	0
-26,160	Reimbursements and Contributions	0	-183,333	0
	<b><u>Customer and Client Receipts</u></b>			
-3,174	Sales, Fees and Charges	-2,487	-2,487	-2,537
<b><u>-42,701</u></b>	<b><u>Income</u></b>	<b><u>-2,487</u></b>	<b><u>-185,820</u></b>	<b><u>-2,537</u></b>
<b><u>195,267</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>405,221</u></b>	<b><u>439,221</u></b>	<b><u>468,115</u></b>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
<b><u>CENTRAL SERVICES TO THE PUBLIC</u></b>				
<b><u>GRANTS AND DONATIONS</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Supplies and Services</u></b>				
4,500	Other Professional Fees	0	0	0
35,126	Grants to Third Parties	39,704	39,704	39,704
<b><u>Support Services</u></b>				
11,308	Internal Recharges and Transfers	9,962	9,962	10,580
<u>50,934</u>	<u>Expenditure</u>	<u>49,666</u>	<u>49,666</u>	<u>50,284</u>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
1,750	Reimbursements and Contributions	0	0	0
<b><u>Support Services</u></b>				
-12,393	Internal Recharges and Transfers-Revenue	-3,353	-3,353	-3,353
<u>-10,643</u>	<u>Income</u>	<u>-3,353</u>	<u>-3,353</u>	<u>-3,353</u>
<u>40,291</u>	<u>NET EXPENDITURE</u>	<u>46,313</u>	<u>46,313</u>	<u>46,931</u>



**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>NON DISTRIBUTED COSTS</u></b>			
	<b><u>UNUSED SHARE OF I.T. FACILITIES &amp; OTHER ASSETS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Support Services</u></b>			
82,087	Central Premises Recharges	15,266	15,266	16,661
<u>82,087</u>	<u>Expenditure</u>	<u>15,266</u>	<u>15,266</u>	<u>16,661</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-241	Reimbursements and Contributions	0	0	0
<u>-241</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>81,846</u>	<u>NET EXPENDITURE</u>	<u>15,266</u>	<u>15,266</u>	<u>16,661</u>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>NON DISTRIBUTED COSTS</u></b>			
	<b><u>RETIREMENT BENEFITS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
636,553	Employee Retirement Costs	657,956	657,956	657,956
	<b><u>Supplies and Services</u></b>			
0	Subscriptions	275	275	275
	<b><u>Support Services</u></b>			
292	Internal Recharges and Transfers	312	312	0
<u>636,845</u>	<u>Expenditure</u>	<u>658,543</u>	<u>658,543</u>	<u>658,231</u>
<u>636,845</u>	<u>NET EXPENDITURE</u>	<u>658,543</u>	<u>658,543</u>	<u>658,231</u>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>	<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>NON DISTRIBUTED COSTS</u></b>			
<b><u>OTHER NON DISTRIBUTED COSTS</u></b>			
<b><u>EXPENDITURE</u></b>			
<b><u>Employees</u></b>			
0 Non-Teachers Pay	307,000	307,000	98,000
<b><u>Supplies and Services</u></b>			
0 Other Professional Fees	804,000	804,000	1,083,226
0 Insurances	219,000	219,000	219,000
0 <u>Expenditure</u>	<u>1,330,000</u>	<u>1,330,000</u>	<u>1,400,226</u>
0 <u>NET EXPENDITURE</u>	<u>1,330,000</u>	<u>1,330,000</u>	<u>1,400,226</u>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b><u>DIRECTORATE</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
484,790	Non-Teachers Pay	665,439	614,541	645,416
85,000	Employee Retirement Costs	0	0	0
0	Internal Training Costs	70	70	70
1,974	Other Training Expenses	1,030	1,030	1,030
<b><u>Transport Related Expenses</u></b>				
120	Travel Expenses	850	850	850
<b><u>Supplies and Services</u></b>				
-23	Equipment	1,000	947	947
0	Catering Costs	50	50	50
0	Printing and Reprographics	10	10	10
765	Direct Service Charge - Graphic Design Costs	0	0	0
0	Stationery and Office Expenses	150	8	8
0	Postage	70	70	70
198	Telephones	530	530	530
1,515	Hardware, Software & Other Computing	497	86	86
0	Other Professional Fees	1,000	1,000	1,000
0	Premises & Room Hire	130	130	130
-1,872	Professional Meetings	100	100	100
1,129	Subscriptions	350	350	350
<b><u>Support Services</u></b>				
139,913	Internal Recharges and Transfers	44,338	95,842	247,634
8,962	Central Premises Recharges	21,225	21,225	23,240
<u>722,472</u>	<u>Expenditure</u>	<u>736,839</u>	<u>736,839</u>	<u>921,521</u>
<b><u>INCOME</u></b>				
<b><u>Support Services</u></b>				
-722,472	Internal Recharges and Transfers-Revenue	-736,839	-736,839	-921,521
<u>-722,472</u>	<u>Income</u>	<u>-736,839</u>	<u>-736,839</u>	<u>-921,521</u>
<u>-0</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b><u>ACCOUNTANCY &amp; BUSINESS SUPPORT</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
716,899	Non-Teachers Pay	731,429	1,950,422	2,347,298
0	Employee Insurance Costs	0	188	188
0	Internal Training Costs	470	647	647
13,424	Other Training Expenses	3,020	4,876	4,876
<b><u>Transport Related Expenses</u></b>				
31	Travel Expenses	858	7,546	7,546
<b><u>Supplies and Services</u></b>				
0	Equipment	50	340	465
10,752	Books, Publications & Literature	8,735	8,784	8,884
0	Catering Costs	180	180	180
1,433	Printing and Reprographics	1,100	1,415	1,915
5,625	Direct Service Charge - Graphic Design Costs	0	0	0
10	Stationery and Office Expenses	2,677	2,784	2,784
0	Postage	300	429	429
323	Telephones	1,429	1,809	1,839
20,730	Hardware, Software & Other Computing	19,824	22,902	22,983
0	Medical Fees	0	40	40
14,830	Other Professional Fees	74,046	76,646	226,646
0	Banking & Security Services	0	0	251
5	Professional Meetings	1,926	1,926	1,926
0	Grants to Third Parties	33,000	33,000	0
20,905	Subscriptions	20,145	23,536	22,449
0	Insurances	0	227	227
0	Advertising, Promotion & Notices	551	551	551
<b><u>Support Services</u></b>				
226,994	Internal Recharges and Transfers	400,757	442,725	680,840
27,692	Central Premises Recharges	55,185	71,365	78,138
<b><u>1,059,652</u></b>	<b><u>Expenditure</u></b>	<b><u>1,355,682</u></b>	<b><u>2,652,338</u></b>	<b><u>3,411,102</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-574,701	Grants and Subsidies	0	0	0
-228	Reimbursements and Contributions	0	0	0
		0	0	0
<b><u>Customer and Client Receipts</u></b>				
0	Sales, Fees and Charges	0	-2,363	-2,410
<b><u>Support Services</u></b>				
-60,200	Recharge Transfer to Treasury Management	-56,439	-56,439	-60,269
-424,523	Internal Recharges and Transfers-Revenue	-1,299,243	-2,593,536	-3,348,423
<b><u>-1,059,652</u></b>	<b><u>Income</u></b>	<b><u>-1,355,682</u></b>	<b><u>-2,652,338</u></b>	<b><u>-3,411,102</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b><u>INCOME SECTION</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
201,052	Non-Teachers Pay	214,779	214,779	223,491
9,335	Employee Retirement Costs	0	0	0
0	Internal Training Costs	120	120	120
0	Other Training Expenses	1,000	1,000	1,000
<b><u>Transport Related Expenses</u></b>				
0	Travel Expenses	320	320	320
<b><u>Supplies and Services</u></b>				
1,657	Printing and Reprographics	3,500	3,500	3,500
119	Direct Service Charge - Graphic Design Costs	0	0	0
15	Stationery and Office Expenses	600	600	600
5,104	Postage	5,500	5,500	5,500
34	Telephones	345	345	345
82,086	Hardware, Software & Other Computing	51,542	51,486	51,542
0	Medical Fees	60	60	60
201	Other Professional Fees	95	121	95
65,964	Banking & Security Services	121,332	121,362	121,332
0	Subscriptions	510	510	510
2,703	Provision for bad/doubtful debt	0	0	0
<b><u>Support Services</u></b>				
136,486	Internal Recharges and Transfers	114,755	114,755	122,449
3,933	Central Premises Recharges	29,715	29,715	32,535
<b><u>508,689</u></b>	<b><u>Expenditure</u></b>	<b><u>544,173</u></b>	<b><u>544,173</u></b>	<b><u>563,399</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-173	Reimbursements and Contributions	-7,000	-7,000	-7,000
<b><u>Support Services</u></b>				
-12,430	Recharge Transfer to Treasury Management	-12,430	-12,430	-12,430
-507,492	Internal Recharges and Transfers-Revenue	-524,743	-524,743	-543,969
<b><u>-520,096</u></b>	<b><u>Income</u></b>	<b><u>-544,173</u></b>	<b><u>-544,173</u></b>	<b><u>-563,399</u></b>
<b><u>-11,407</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b><u>ACCOUNTS PAYABLE</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
200,853	Non-Teachers Pay	190,826	190,826	200,314
12,309	Employee Retirement Costs	0	0	0
0	Internal Training Costs	160	160	160
0	Other Training Expenses	750	750	750
<b><u>Supplies and Services</u></b>				
875	Equipment	963	963	963
319	Printing and Reprographics	1,800	2	1,800
22	Direct Service Charge - Graphic Design Costs	0	0	0
1,815	Stationery and Office Expenses	1,715	4	1,715
4,188	Postage	8,008	6,517	3,008
38	Telephones	1,009	1,009	1,009
17,533	Hardware, Software & Other Computing	11,697	21,697	21,697
0	Other Professional Fees	5,000	0	0
8,880	Banking & Security Services	2,375	2,375	2,375
0	Subscriptions	530	530	530
-158	Licenses	0	0	0
<b><u>Support Services</u></b>				
104,103	Internal Recharges and Transfers	161,460	161,460	113,486
13,614	Central Premises Recharges	29,715	29,715	32,535
<b><u>364,391</u></b>	<b><u>Expenditure</u></b>	<b><u>416,008</u></b>	<b><u>416,008</u></b>	<b><u>380,342</u></b>
<b><u>INCOME</u></b>				
<b><u>Other Income</u></b>				
-15,154	Interest	-7,000	-7,000	-7,000
<b><u>Support Services</u></b>				
-349,237	Internal Recharges and Transfers-Revenue	-409,008	-409,008	-373,342
<b><u>-364,391</u></b>	<b><u>Income</u></b>	<b><u>-416,008</u></b>	<b><u>-416,008</u></b>	<b><u>-380,342</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**FINANCE & GOVERNANCE**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b>AUDIT</b>				
<b>EXPENDITURE</b>				
<b>Employees</b>				
371,775	Non-Teachers Pay	383,982	307,158	365,083
0	Agency Staff	0	25,000	0
24,930	Employee Recruitment Costs	0	4,718	0
76,232	Employee Retirement Costs	0	0	0
0	Internal Training Costs	390	390	390
-1,126	Other Training Expenses	557	3,557	557
<b><u>Transport Related Expenses</u></b>				
163	Travel Expenses	696	696	696
<b><u>Supplies and Services</u></b>				
32	Equipment	3,217	3,217	3,217
0	Books, Publications & Literature	128	395	128
0	Catering Costs	57	57	57
10	Printing and Reprographics	67	67	67
34	Direct Service Charge - Graphic Design Costs	0	0	0
17	Stationery and Office Expenses	27	27	27
3	Postage	20	20	20
768	Telephones	1,075	1,033	1,033
34,659	Hardware, Software & Other Computing	24,897	24,327	24,594
9,000	Other Professional Fees	7,550	7,550	7,550
-64	Professional Meetings	336	336	336
0	Subscriptions	2,270	2,270	2,270
2,900	Licenses	500	500	500
<b><u>Support Services</u></b>				
48,668	Internal Recharges and Transfers	81,059	125,510	62,040
15,079	Central Premises Recharges	29,715	29,715	32,535
<b><u>583,079</u></b>	<b><u>Expenditure</u></b>	<b><u>536,543</u></b>	<b><u>536,543</u></b>	<b><u>501,100</u></b>
<b>INCOME</b>				
<b><u>Support Services</u></b>				
-2,810	Recharge Transfer to Treasury Management	-2	-2	0
-580,269	Internal Recharges and Transfers-Revenue	-536,541	-536,541	-501,100
<b><u>-583,079</u></b>	<b><u>Income</u></b>	<b><u>-536,543</u></b>	<b><u>-536,543</u></b>	<b><u>-501,100</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>



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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b><u>CORPORATE PROCUREMENT</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
268,796	Non-Teachers Pay	369,005	369,005	392,039
0	Internal Training Costs	250	250	250
18,104	Other Training Expenses	4,308	4,308	4,308
<b><u>Transport Related Expenses</u></b>				
204	Direct Transport Costs	0	0	0
23,167	Direct Service Charge-Pooled Transport Costs	24,134	10,086	10,868
78	Travel Expenses	342	342	342
<b><u>Supplies and Services</u></b>				
171	Equipment	1,390	2,890	1,390
0	Furniture	76	76	76
24	Materials	19	19	19
2,267	Clothing,Uniforms and Laundry	106	2,606	106
626	Printing and Reprographics	328	328	328
105	Direct Service Charge - Graphic Design Costs	0	0	0
99	Stationery and Office Expenses	192	192	192
295	Telephones	596	596	596
14,640	Hardware, Software & Other Computing	15,678	15,093	15,678
0	Other Professional Fees	1,000	0	151,000
465	Exam & Course Fees (incl. students & clients)	656	656	656
0	Professional Meetings	211	211	211
0	Subscriptions	2,415	0	2,415
<b><u>Support Services</u></b>				
55,518	Internal Recharges and Transfers	72,717	72,717	75,539
83,043	Central Premises Recharges	105,671	105,671	110,687
<b>467,600</b>	<b>Expenditure</b>	<b>599,094</b>	<b>585,046</b>	<b>766,700</b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-68,140	Grants and Subsidies	0	0	0
-14,205	Reimbursements and Contributions	-300,000	-300,000	-300,000
<b><u>Support Services</u></b>				
-385,256	Internal Recharges and Transfers-Revenue	-299,094	-285,046	-466,700
<b>-467,600</b>	<b>Income</b>	<b>-599,094</b>	<b>-585,046</b>	<b>-766,700</b>
<b>-0</b>	<b><u>NET EXPENDITURE</u></b>	<b>0</b>	<b>0</b>	<b>0</b>

**FINANCE & GOVERNANCE**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b><u>BENEFITS ADMINISTRATION</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
687,251	Non-Teachers Pay	709,509	709,509	692,391
8,008	Employee Retirement Costs	0	0	0
0	Internal Training Costs	530	530	530
15,477	Other Training Expenses	2,840	2,840	2,840
<b><u>Premises Related Expenses</u></b>				
42	Repairs and Maintenance	0	0	0
<b><u>Transport Related Expenses</u></b>				
4	Travel Expenses	501	501	501
<b><u>Supplies and Services</u></b>				
0	Equipment	770	770	770
0	Books, Publications & Literature	950	950	950
0	Catering Costs	208	208	208
14,764	Printing and Reprographics	18,934	18,934	18,934
0	Direct Service Charge - Graphic Design Costs	200	200	200
79	Stationery and Office Expenses	753	753	753
30,217	Postage	39,676	39,676	39,676
423	Telephones	613	613	613
165,934	Hardware, Software & Other Computing	118,498	118,498	118,498
38	Legal Fees	2,626	2,626	2,626
12	Medical Fees	21	21	21
1,980	Other Professional Fees	17,424	17,424	17,424
3,114	Banking & Security Services	11,025	11,025	11,025
6,314	Other Supplies & Services	18,983	18,983	18,983
450	Professional Meetings	830	830	830
0	Subscriptions	5,589	5,589	5,589
98,362	Provision for bad/doubtful debt	25,000	25,000	25,000
<b><u>Support Services</u></b>				
508,449	Internal Recharges and Transfers	641,998	641,998	437,482
41,504	Central Premises Recharges	106,126	106,126	116,197
<b><u>1,582,423</u></b>	<b><u>Expenditure</u></b>	<b><u>1,723,604</u></b>	<b><u>1,723,604</u></b>	<b><u>1,512,041</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-1,109,223	Grants and Subsidies	-1,080,291	-1,080,291	-1,080,291
-24	Reimbursements and Contributions	-13,900	-13,900	-13,900
<b><u>Support Services</u></b>				
-473,176	Internal Recharges and Transfers-Revenue	-629,413	-629,413	-417,850
<b><u>-1,582,423</u></b>	<b><u>Income</u></b>	<b><u>-1,723,604</u></b>	<b><u>-1,723,604</u></b>	<b><u>-1,512,041</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>			
	<b><u>REVENUES &amp; BENEFITS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
99,438	Non-Teachers Pay	97,219	97,219	184,351
0	Internal Training Costs	120	120	120
0	Other Training Expenses	260	260	260
	<b><u>Transport Related Expenses</u></b>			
0	Travel Expenses	300	300	300
	<b><u>Supplies and Services</u></b>			
0	Equipment	54	54	54
0	Materials	100	100	100
7	Printing and Reprographics	0	0	0
51	Telephones	156	156	156
729	Hardware, Software & Other Computing	1,148	1,148	1,148
0	Professional Meetings	600	600	600
	<b><u>Support Services</u></b>			
16,788	Internal Recharges and Transfers	9,226	9,226	17,890
10,647	Central Premises Recharges	4,245	4,245	4,648
<u>127,661</u>	<u>Expenditure</u>	<u>113,428</u>	<u>113,428</u>	<u>209,627</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-127,661	Internal Recharges and Transfers-Revenue	-113,428	-113,428	-209,627
<u>-127,661</u>	<u>Income</u>	<u>-113,428</u>	<u>-113,428</u>	<u>-209,627</u>
<u>0</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>

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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b><u>SCRUTINY</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
92,645	Non-Teachers Pay	92,083	92,083	98,675
0	Internal Training Costs	30	30	30
0	Other Training Expenses	170	510	170
<b><u>Transport Related Expenses</u></b>				
0	Travel Expenses	333	333	333
<b><u>Supplies and Services</u></b>				
26	Equipment	0	0	0
0	Catering Costs	90	-10	90
191	Direct Service Charge - Graphic Design Costs	0	0	0
0	Stationery and Office Expenses	83	83	83
143	Telephones	396	396	396
606	Hardware, Software & Other Computing	1,139	799	1,139
0	Professional Meetings	0	100	0
<b><u>Support Services</u></b>				
13,180	Internal Recharges and Transfers	17,510	17,510	27,550
2,279	Central Premises Recharges	8,490	8,490	9,296
<b><u>109,071</u></b>	<b><u>Expenditure</u></b>	<b><u>120,324</u></b>	<b><u>120,324</u></b>	<b><u>137,762</u></b>
<b><u>INCOME</u></b>				
<b><u>Support Services</u></b>				
-109,071	Internal Recharges and Transfers-Revenue	-120,324	-120,324	-137,762
<b><u>-109,071</u></b>	<b><u>Income</u></b>	<b><u>-120,324</u></b>	<b><u>-120,324</u></b>	<b><u>-137,762</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**FINANCE & GOVERNANCE**  
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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b><u>HEALTH &amp; SAFETY</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
165,455	Non-Teachers Pay	199,343	199,343	211,626
0	Employee Recruitment Costs	0	1,185	0
200	Internal Training Costs	310	0	-4,000
2,010	Other Training Expenses	4,881	9,191	9,191
<b><u>Transport Related Expenses</u></b>				
0	External Transport Hire & Contracts	100	100	100
0	Travel Expenses	553	553	553
<b><u>Supplies and Services</u></b>				
173	Equipment	1,998	998	1,998
0	Books, Publications & Literature	459	459	459
32	Catering Costs	457	457	457
66	Clothing,Uniforms and Laundry	14	14	14
3	Printing and Reprographics	2,381	381	2,381
180	Direct Service Charge - Graphic Design Costs	0	0	0
729	Stationery and Office Expenses	358	358	358
0	Postage	77	77	77
613	Telephones	445	445	445
1,741	Hardware, Software & Other Computing	2,101	916	2,101
0	Exam & Course Fees (incl. students & clients)	1,534	534	1,534
0	Premises & Room Hire	112	112	112
0	Professional Meetings	116	116	116
0	Subscriptions	63	63	63
<b><u>Support Services</u></b>				
26,096	Internal Recharges and Transfers	46,942	46,942	210,421
7,321	Central Premises Recharges	21,225	21,225	23,239
<b><u>204,619</u></b>	<b><u>Expenditure</u></b>	<b><u>283,469</u></b>	<b><u>283,469</u></b>	<b><u>461,245</u></b>
<b><u>INCOME</u></b>				
<b><u>Customer and Client Receipts</u></b>				
-11,001	Sales, Fees and Charges	-7,607	-7,607	-7,759
<b><u>Support Services</u></b>				
-193,618	Internal Recharges and Transfers-Revenue	-275,862	-275,862	-453,486
<b><u>-204,619</u></b>	<b><u>Income</u></b>	<b><u>-283,469</u></b>	<b><u>-283,469</u></b>	<b><u>-461,245</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - H.R. MANAGEMENT EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
396,288	Non-Teachers Pay	312,060	302,060	332,382
17,945	Agency Staff	0	0	0
37,835	Employee Retirement Costs	0	0	0
0	Internal Training Costs	120	120	120
1,824	Other Training Expenses	610	610	610
<b><u>Transport Related Expenses</u></b>				
34	Travel Expenses	1,079	1,079	1,079
<b><u>Supplies and Services</u></b>				
92	Equipment	979	979	979
0	Books, Publications & Literature	350	350	350
0	Catering Costs	41	41	41
39	Printing and Reprographics	635	635	635
31	Stationery and Office Expenses	910	910	910
73	Postage	455	523	455
2,273	Telephones	2,371	2,371	2,371
8,704	Hardware, Software & Other Computing	4,113	4,480	4,113
5,250	Legal Fees	0	0	0
48,738	Medical Fees	39,487	39,487	39,487
0	Other Professional Fees	35	35	35
0	Professional Meetings	62	62	62
3,442	Subscriptions	3,230	2,795	3,230
56	Provision for bad/doubtful debt	0	0	0
<b><u>Support Services</u></b>				
325,149	Internal Recharges and Transfers	255,115	255,115	329,531
17,849	Central Premises Recharges	16,980	16,980	18,592
<b>865,622</b>	<b>Expenditure</b>	<b>638,632</b>	<b>628,632</b>	<b>734,982</b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-1,784	Grants and Subsidies	0	0	0
<b><u>Customer and Client Receipts</u></b>				
-4,980	Sales, Fees and Charges	-8,830	-8,830	-9,007
<b><u>Support Services</u></b>				
-858,858	Internal Recharges and Transfers-Revenue	-629,802	-619,802	-725,975
<b>-865,622</b>	<b>Income</b>	<b>-638,632</b>	<b>-628,632</b>	<b>-734,982</b>
<b>0</b>	<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - H.R.</u></b>				
<b><u>PAYROLL</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
154,275	Non-Teachers Pay	158,627	158,627	160,464
0	Internal Training Costs	120	120	120
2,215	Other Training Expenses	560	560	560
<b><u>Transport Related Expenses</u></b>				
0	Travel Expenses	156	156	156
<b><u>Supplies and Services</u></b>				
1,569	Equipment	1,094	1,094	1,094
0	Books, Publications & Literature	730	730	730
22	Printing and Reprographics	349	349	349
0	Stationery and Office Expenses	321	321	321
676	Postage	1,504	1,504	1,504
45	Telephones	83	83	83
87,967	Hardware, Software & Other Computing	209,829	209,829	158,748
14,653	Other Professional Fees	3,000	3,000	3,000
9,210	Other Supplies & Services	0	0	0
0	Subscriptions	530	530	530
3,193	Provision for bad/doubtful debt	0	0	0
<b><u>Support Services</u></b>				
69,964	Internal Recharges and Transfers	65,476	65,476	37,388
9,382	Central Premises Recharges	21,225	21,225	23,239
<b><u>353,170</u></b>	<b><u>Expenditure</u></b>	<b><u>463,604</u></b>	<b><u>463,604</u></b>	<b><u>388,286</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-2,215	Grants and Subsidies	0	0	0
<b><u>Customer and Client Receipts</u></b>				
-22,498	Sales, Fees and Charges	-40,813	-40,813	-41,630
<b><u>Support Services</u></b>				
-328,456	Internal Recharges and Transfers-Revenue	-422,791	-422,791	-346,656
<b><u>-353,170</u></b>	<b><u>Income</u></b>	<b><u>-463,604</u></b>	<b><u>-463,604</u></b>	<b><u>-388,286</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

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<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
	<b><u>MANAGEMENT AND SUPPORT SERVICES - H.R.</u></b>			
	<b><u>PERSONNEL</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,221,220	Non-Teachers Pay	1,198,763	1,194,490	1,266,991
32,989	Employee Retirement Costs	0	0	0
0	Internal Training Costs	1,200	1,200	1,200
11,460	Other Training Expenses	1,052	5,325	1,052
	<b><u>Transport Related Expenses</u></b>			
341	Travel Expenses	2,031	2,031	2,031
	<b><u>Supplies and Services</u></b>			
0	Equipment	730	730	730
0	Furniture	147	147	147
23,569	Books, Publications & Literature	2,363	2,363	2,363
0	Catering Costs	20	20	20
839	Printing and Reprographics	2,454	2,454	2,454
126	Direct Service Charge - Graphic Design Costs	500	500	500
825	Stationery and Office Expenses	795	795	795
2,959	Postage	8,349	8,349	8,349
122	Telephones	991	991	991
12,162	Hardware, Software & Other Computing	356,259	101,259	202,340
0	Legal Fees	584	584	584
0	Other Professional Fees	191	50,191	191
2,161	Subscriptions	200	200	200
	<b><u>Support Services</u></b>			
95,044	Internal Recharges and Transfers	122,269	122,269	166,459
58,867	Central Premises Recharges	157,067	157,067	171,973
<b><u>1,462,685</u></b>	<b><u>Expenditure</u></b>	<b><u>1,855,965</u></b>	<b><u>1,650,965</u></b>	<b><u>1,829,370</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-11,100	Grants and Subsidies	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-26,406	Sales, Fees and Charges	-34,202	-34,202	-34,886
	<b><u>Support Services</u></b>			
-1,425,179	Internal Recharges and Transfers-Revenue	-1,821,763	-1,616,763	-1,794,484
<b><u>-1,462,685</u></b>	<b><u>Income</u></b>	<b><u>-1,855,965</u></b>	<b><u>-1,650,965</u></b>	<b><u>-1,829,370</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>



**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
	<b><u>MANAGEMENT AND SUPPORT SERVICES - LEGAL</u></b>			
	<b><u>LEGAL SERVICES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,059,636	Non-Teachers Pay	1,058,301	935,302	1,154,842
132,112	Agency Staff	0	100,000	0
11,433	Employee Recruitment Costs	0	2,300	0
25,000	Employee Retirement Costs	0	0	0
0	Internal Training Costs	160	160	160
17,475	Other Training Expenses	3,060	3,060	3,060
	<b><u>Transport Related Expenses</u></b>			
2,538	Travel Expenses	2,228	2,228	2,228
	<b><u>Supplies and Services</u></b>			
2,721	Equipment	75	75	75
77	Furniture	100	100	100
31,815	Books, Publications & Literature	24,663	24,663	24,663
0	Catering Costs	128	128	128
520	Printing and Reprographics	2,341	2,341	2,341
311	Stationery and Office Expenses	808	344	808
8,732	Postage	7,854	7,854	7,854
1,616	Telephones	851	851	851
13,793	Hardware, Software & Other Computing	6,093	6,093	6,093
5,077	Legal Fees	580	580	580
3,672	Other Professional Fees	1,000	12,370	5,934
7	Professional Meetings	0	0	0
5,409	Subscriptions	6,460	488	6,460
9	Provision for bad/doubtful debt	0	0	0
	<b><u>Support Services</u></b>			
134,795	Internal Recharges and Transfers	208,320	224,085	208,915
50,984	Central Premises Recharges	110,371	110,371	120,845
<b><u>1,507,732</u></b>	<b><u>Expenditure</u></b>	<b><u>1,433,393</u></b>	<b><u>1,433,393</u></b>	<b><u>1,545,937</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-10,512	Grants and Subsidies	0	0	0
-3,148	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
0	Sales, Fees and Charges	0	-4,050	0
	<b><u>Other Income</u></b>			
-6,209	Interest	-20,000	-15,950	-20,000
	<b><u>Support Services</u></b>			
-1,487,863	Internal Recharges and Transfers-Revenue	-1,413,393	-1,413,393	-1,525,937
<b><u>-1,507,732</u></b>	<b><u>Income</u></b>	<b><u>-1,433,393</u></b>	<b><u>-1,433,393</u></b>	<b><u>-1,545,937</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**FINANCE & GOVERNANCE**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES - GOVERNANCE</u></b>			
	<b><u>ADMINISTRATIVE SERVICES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
147,303	Non-Teachers Pay	152,227	152,227	141,103
0	Internal Training Costs	80	80	80
1,224	Other Training Expenses	565	565	565
	<b><u>Transport Related Expenses</u></b>			
0	Travel Expenses	214	214	214
	<b><u>Supplies and Services</u></b>			
8	Equipment	1,218	1,218	1,218
514	Printing and Reprographics	270	270	270
977	Stationery and Office Expenses	218	218	218
-67	Postage	0	0	0
125	Telephones	82	82	82
6,647	Hardware, Software & Other Computing	725	725	725
	<b><u>Support Services</u></b>			
38,264	Internal Recharges and Transfers	44,795	44,795	61,297
2,256	Central Premises Recharges	25,470	25,470	27,887
<b><u>197,251</u></b>	<b><u>Expenditure</u></b>	<b><u>225,864</u></b>	<b><u>225,864</u></b>	<b><u>233,659</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-824	Grants and Subsidies	0	0	0
	<b><u>Support Services</u></b>			
-196,427	Internal Recharges and Transfers-Revenue	-225,864	-225,864	-233,659
<b><u>-197,251</u></b>	<b><u>Income</u></b>	<b><u>-225,864</u></b>	<b><u>-225,864</u></b>	<b><u>-233,659</u></b>
<b>0</b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

# **Reset and Recovery**

**RESET AND RECOVERY**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b>CORPORATE AND DEMOCRATIC CORE</b>			
1,443,499	CORPORATE MANAGEMENT	1,358,000	1,327,497	1,448,000
<u>1,443,499</u>		<u>1,358,000</u>	<u>1,327,497</u>	<u>1,448,000</u>
	<b>MANAGEMENT AND SUPPORT SERVICES - FINANCE</b>			
0	STRATEGIC COMMUNICATIONS AND MARKETING	0	0	0
0	CORPORATE MAIL ROOM	0	0	0
0	BUSINESS I.T.	0	0	0
0	CONTACT CENTRE	0	0	0
0	BLUE BADGES	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>DIRECT SERVICES - FINANCE</b>			
0	DIRECT SERVICES - PRINT UNIT	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>POLICY, CHANGE &amp; PERFORMANCE</b>			
0	ORGANISATIONAL DEVELOPMENT	0	0	0
0	POLICY DEVELOPMENT	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>MANAGEMENT AND SUPPORT SERVICES - OTHER</b>			
0	VISION AND CHANGE TEAM	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>POLICY, CHANGE &amp; PERFORMANCE</b>			
0	PRESS AND PUBLIC AFFAIRS	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>MANAGEMENT AND SUPPORT SERVICES - OTHER</b>			
0	OTHER	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>LIVERPOOL CITY REGION ENGAGEMENT</b>			
0	LIVERPOOL CITY REGION ENGAGEMENT	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
1,443,499	Net Expenditure	1,358,000	1,327,497	1,448,000

**RESET AND RECOVERY  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>EXPENDITURE</b>			
	<b>Employees</b>			
5,445,478	Non-Teachers Pay	5,440,824	7,391,957	7,951,509
0	Agency Staff	0	8,995	0
13,858	Employee Retirement Costs	0	0	0
15,693	Employee Insurance Costs	15,693	15,693	15,693
0	Internal Training Costs	1,229	19,429	19,429
73,894	Other Training Expenses	49,174	53,682	53,307
	<b>Premises Related Expenses</b>			
1,109	Repairs and Maintenance	0	0	0
2,986	Premises Insurance	2,986	2,986	2,986
	<b>Transport Related Expenses</b>			
92	Direct Transport Costs	0	70	0
488	External Transport Hire & Contracts	1,958	2,368	1,958
20,272	Travel Expenses	34,641	35,571	36,051
	<b>Supplies and Services</b>			
54,656	Equipment	7,942	5,160	8,822
1,087	Furniture	135	1,097	135
306	Books, Publications & Literature	402	1,864	1,864
45	Materials	233	533	533
991	Catering Costs	5,911	5,411	6,411
370	Clothing,Uniforms and Laundry	1,573	1,573	1,573
84,845	Printing and Reprographics	61,022	66,113	67,613
26,443	Direct Service Charge - Graphic Design Costs	500	2,700	2,700
1,688	Stationery and Office Expenses	10,742	12,248	12,610
9,958	Postage	5,449	5,678	5,678
428,416	Telephones	281,747	126,220	113,518
709,163	Hardware, Software & Other Computing	838,281	1,017,923	1,372,878
1,701	Medical Fees	4,405	5,055	4,555
19,864	Consultants	0	1,000	0
80,056	Other Professional Fees	354,437	257,988	412,322
0	Exam & Course Fees (incl. students & clients)	3,000	58,050	58,050
0	Banking & Security Services	122	122	122
0	Premises & Room Hire	2,696	5,696	5,696
178,151	Other Supplies & Services	189,866	189,866	189,866
75	Professional Meetings	2,114	2,614	2,114
16,887	Subscriptions	17,824	29,184	17,824
2,918	Insurances	3,166	3,166	3,166
10,254	Advertising, Promotion & Notices	274	9,274	274
0	Licenses	1,665	1,665	1,665
73	Provision for bad/doubtful debt	0	0	0
	<b>Third Party Payments</b>			
0	Direct Service Charge-Cleansing	0	3,255	3,403
	<b>Transfer Payments</b>			
	<b>Support Services</b>			
1,735,769	Internal Recharges and Transfers	1,916,305	2,235,586	2,985,556
200,462	Central Premises Recharges	183,981	183,981	199,235
127,140	Recharge Transfer from Treasury Management	127,140	127,140	127,140

**RESET AND RECOVERY**  
**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>Capital Charges and Financing Costs</u></b>			
797,494	Non-current Assets Depreciation & Amortisation	797,493	895,493	846,899
301,363	R C C O	500,000	0	764,000
1	Impairment & Revaluation Losses	0	0	0
<u>10,364,044</u>	<u>Expenditure</u>	<u>10,864,930</u>	<u>12,786,406</u>	<u>15,297,155</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-126,543	Grants and Subsidies	-86,139	-86,139	-86,139
-147,135	Reimbursements and Contributions	-139,105	-289,979	-289,979
	<b><u>Customer and Client Receipts</u></b>			
-334,571	Sales, Fees and Charges	-307,782	-307,782	-552,562
	<b><u>Support Services</u></b>			
-8,312,296	Internal Recharges and Transfers-Revenue	-8,973,904	-10,775,009	-12,920,475
<u>-8,920,545</u>	<u>Income</u>	<u>-9,506,930</u>	<u>-11,458,909</u>	<u>-13,849,155</u>
<u>1,443,499</u>	<u>NET EXPENDITURE</u>	<u>1,358,000</u>	<u>1,327,497</u>	<u>1,448,000</u>

**RESET AND RECOVERY**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>CORPORATE AND DEMOCRATIC CORE</u></b>			
	<b><u>CORPORATE MANAGEMENT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
430,051	Non-Teachers Pay	455,743	430,093	353,176
15,693	Employee Insurance Costs	15,693	15,693	15,693
0	Internal Training Costs	120	120	120
	<b><u>Premises Related Expenses</u></b>			
2,986	Premises Insurance	2,986	2,986	2,986
	<b><u>Transport Related Expenses</u></b>			
0	Travel Expenses	915	915	915
	<b><u>Supplies and Services</u></b>			
306	Books, Publications & Literature	0	0	0
0	Materials	0	300	300
68	Catering Costs	1,845	845	1,845
8,455	Printing and Reprographics	0	0	0
26,068	Direct Service Charge - Graphic Design Costs	0	0	0
16	Stationery and Office Expenses	447	147	147
544	Postage	16	16	16
508	Telephones	399	357	357
2,561	Hardware, Software & Other Computing	2,770	2,467	2,467
1,464	Medical Fees	4,208	4,208	4,208
19,864	Consultants	0	0	0
76,049	Other Professional Fees	80,932	80,932	81,393
0	Premises & Room Hire	546	546	546
0	Professional Meetings	425	925	425
-280	Subscriptions	0	500	0
2,918	Insurances	3,166	3,166	3,166
200	Advertising, Promotion & Notices	0	0	0
	<b><u>Support Services</u></b>			
757,757	Internal Recharges and Transfers	686,649	682,141	879,100
7,372	Central Premises Recharges	0	0	0
101,140	Recharge Transfer from Treasury Management	101,140	101,140	101,140
<b><u>1,453,741</u></b>	<b><u>Expenditure</u></b>	<b><u>1,358,000</u></b>	<b><u>1,327,497</u></b>	<b><u>1,448,000</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-10,242	Sales, Fees and Charges	0	0	0
<b><u>-10,242</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>1,443,499</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,358,000</u></b>	<b><u>1,327,497</u></b>	<b><u>1,448,000</u></b>

**RESET AND RECOVERY**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>			
	<b><u>CORPORATE MAIL ROOM</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
23,533	Non-Teachers Pay	22,871	22,871	0
0	Other Training Expenses	375	375	0
	<b><u>Supplies and Services</u></b>			
3	Printing and Reprographics	0	0	0
694	Postage	0	0	0
0	Telephones	2	2	0
303	Hardware, Software & Other Computing	77	77	0
	<b><u>Support Services</u></b>			
7,634	Internal Recharges and Transfers	5,863	5,863	0
<u>32,167</u>	<u>Expenditure</u>	<u>29,188</u>	<u>29,188</u>	<u>0</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-32,167	Internal Recharges and Transfers-Revenue	-29,188	-29,188	0
<u>-32,167</u>	<u>Income</u>	<u>-29,188</u>	<u>-29,188</u>	<u>0</u>
<u>0</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>



**RESET AND RECOVERY**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>				
<b><u>BUSINESS I.T.</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
3,134,479	Non-Teachers Pay	3,053,373	3,331,746	3,771,557
4,187	Employee Retirement Costs	0	0	0
0	Internal Training Costs	779	440	440
42,491	Other Training Expenses	33,434	34,261	34,261
<b><u>Premises Related Expenses</u></b>				
1,088	Repairs and Maintenance	0	0	0
<b><u>Transport Related Expenses</u></b>				
92	Direct Transport Costs	0	70	0
488	External Transport Hire & Contracts	1,958	2,282	1,872
19,171	Travel Expenses	31,608	31,402	31,882
<b><u>Supplies and Services</u></b>				
391	Equipment	1,305	1,045	1,045
927	Furniture	0	0	0
26	Materials	0	0	0
769	Catering Costs	1,362	85	85
370	Clothing,Uniforms and Laundry	6	6	6
728	Printing and Reprographics	270	20	20
960	Stationery and Office Expenses	4,498	4,337	4,337
411,855	Telephones	278,491	120,860	108,160
467,994	Hardware, Software & Other Computing	780,269	930,873	1,286,967
184	Medical Fees	42	42	42
40	Other Professional Fees	12,025	1,348	12,025
0	Banking & Security Services	122	122	122
75	Professional Meetings	525	377	377
7,667	Subscriptions	7,020	7,460	6,600
<b><u>Support Services</u></b>				
392,536	Internal Recharges and Transfers	564,187	821,851	1,184,893
65,437	Central Premises Recharges	93,881	86,814	92,846
<b><u>Capital Charges and Financing Costs</u></b>				
775,834	Non-current Assets Depreciation & Amortisation	775,834	873,834	825,240
301,363	R C C O	500,000	0	764,000
1	Impairment & Revaluation Losses	0	0	0
<b><u>5,629,154</u></b>	<b><u>Expenditure</u></b>	<b><u>6,140,989</u></b>	<b><u>6,249,275</u></b>	<b><u>8,126,777</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-25,909	Grants and Subsidies	0	0	0
<b><u>Customer and Client Receipts</u></b>				
-275,249	Sales, Fees and Charges	-240,891	-240,891	-484,334
<b><u>Support Services</u></b>				
-5,327,996	Internal Recharges and Transfers-Revenue	-5,900,098	-6,008,384	-7,642,443
<b><u>-5,629,154</u></b>	<b><u>Income</u></b>	<b><u>-6,140,989</u></b>	<b><u>-6,249,275</u></b>	<b><u>-8,126,777</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**RESET AND RECOVERY**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>			
	<b><u>CONTACT CENTRE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
986,848	Non-Teachers Pay	963,660	1,028,183	1,018,401
0	Agency Staff	0	8,995	0
9,671	Employee Retirement Costs	0	0	0
0	Internal Training Costs	260	260	260
0	Other Training Expenses	835	835	835
	<b><u>Premises Related Expenses</u></b>			
21	Repairs and Maintenance	0	0	0
	<b><u>Transport Related Expenses</u></b>			
0	Travel Expenses	484	484	484
	<b><u>Supplies and Services</u></b>			
54,265	Equipment	1,951	289	1,951
160	Furniture	0	962	0
0	Books, Publications & Literature	402	402	402
19	Materials	73	73	73
124	Catering Costs	135	135	135
0	Clothing,Uniforms and Laundry	1,431	1,431	1,431
2,927	Printing and Reprographics	2,739	2,739	2,739
115	Direct Service Charge - Graphic Design Costs	500	500	500
712	Stationery and Office Expenses	1,054	692	1,054
1,769	Postage	1,216	1,216	1,216
15,348	Telephones	2,312	2,312	2,312
194,934	Hardware, Software & Other Computing	25,534	26,899	25,837
53	Medical Fees	98	98	98
0	Other Professional Fees	200,243	122,971	136,167
0	Subscriptions	390	390	390
0	Advertising, Promotion & Notices	23	23	23
	<b><u>Support Services</u></b>			
192,705	Internal Recharges and Transfers	352,133	352,133	228,785
94,541	Central Premises Recharges	61,833	61,833	67,701
	<b><u>Capital Charges and Financing Costs</u></b>			
21,659	Non-current Assets Depreciation & Amortisation	21,659	21,659	21,659
<b><u>1,575,870</u></b>	<b><u>Expenditure</u></b>	<b><u>1,638,965</u></b>	<b><u>1,635,514</u></b>	<b><u>1,512,453</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-1,575,870	Internal Recharges and Transfers-Revenue	-1,638,965	-1,635,514	-1,512,453
<b><u>-1,575,870</u></b>	<b><u>Income</u></b>	<b><u>-1,638,965</u></b>	<b><u>-1,635,514</u></b>	<b><u>-1,512,453</u></b>
<b>0</b>	<b><u>NET EXPENDITURE</u></b>	<b>0</b>	<b>0</b>	<b>0</b>

**RESET AND RECOVERY**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES - FINANCE</u></b>			
	<b><u>BLUE BADGES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
47,163	Non-Teachers Pay	45,741	45,741	47,641
	<b><u>Supplies and Services</u></b>			
15,222	Printing and Reprographics	28,800	28,800	28,800
64	Direct Service Charge - Graphic Design Costs	0	0	0
0	Stationery and Office Expenses	3,166	3,166	3,166
6,951	Postage	4,122	4,122	4,122
6	Telephones	27	27	27
6,715	Hardware, Software & Other Computing	6,345	6,345	6,345
0	Medical Fees	57	57	57
	<b><u>Support Services</u></b>			
43,550	Internal Recharges and Transfers	15,988	15,988	12,637
<b><u>119,671</u></b>	<b><u>Expenditure</u></b>	<b><u>104,246</u></b>	<b><u>104,246</u></b>	<b><u>102,795</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-48,480	Sales, Fees and Charges	-52,465	-52,465	-53,514
	<b><u>Support Services</u></b>			
-71,191	Internal Recharges and Transfers-Revenue	-51,781	-51,781	-49,281
<b><u>-119,671</u></b>	<b><u>Income</u></b>	<b><u>-104,246</u></b>	<b><u>-104,246</u></b>	<b><u>-102,795</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**RESET AND RECOVERY**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>POLICY, CHANGE &amp; PERFORMANCE</u></b>			
	<b><u>ORGANISATIONAL DEVELOPMENT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
176,810	Non-Teachers Pay	197,295	497,362	527,291
0	Internal Training Costs	0	18,459	18,459
22,483	Other Training Expenses	13,453	16,989	16,989
	<b><u>Transport Related Expenses</u></b>			
0	External Transport Hire & Contracts	0	86	86
1,061	Travel Expenses	516	1,547	1,547
	<b><u>Supplies and Services</u></b>			
0	Equipment	403	1,399	1,399
0	Furniture	135	135	135
0	Books, Publications & Literature	0	1,462	1,462
0	Materials	160	160	160
30	Catering Costs	1,689	3,366	3,366
18	Printing and Reprographics	539	3,350	3,350
56	Direct Service Charge - Graphic Design Costs	0	1,200	1,200
0	Stationery and Office Expenses	1,051	2,574	2,574
1	Postage	93	311	311
36	Telephones	38	1,184	1,184
909	Hardware, Software & Other Computing	1,711	19,221	19,221
334	Other Professional Fees	0	7,000	100,260
0	Exam & Course Fees (incl. students & clients)	3,000	58,000	58,000
0	Premises & Room Hire	2,000	5,000	5,000
0	Professional Meetings	1,164	1,312	1,312
0	Subscriptions	0	420	420
73	Provision for bad/doubtful debt	0	0	0
	<b><u>Support Services</u></b>			
36,026	Internal Recharges and Transfers	20,471	83,854	107,902
10,001	Central Premises Recharges	7,067	14,134	15,476
<b><u>247,837</u></b>	<b><u>Expenditure</u></b>	<b><u>250,785</u></b>	<b><u>738,525</u></b>	<b><u>887,104</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-5,800	Grants and Subsidies	0	0	0
-18,199	Reimbursements and Contributions	0	-45,800	-45,800
	<b><u>Support Services</u></b>			
-223,838	Internal Recharges and Transfers-Revenue	-250,785	-692,725	-841,304
<b><u>-247,837</u></b>	<b><u>Income</u></b>	<b><u>-250,785</u></b>	<b><u>-738,525</u></b>	<b><u>-887,104</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**RESET AND RECOVERY**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>POLICY, CHANGE &amp; PERFORMANCE</u></b>				
<b><u>POLICY DEVELOPMENT</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
241,427	Non-Teachers Pay	280,095	1,315,038	1,525,905
0	Internal Training Costs	70	150	150
2,817	Other Training Expenses	517	662	662
<b><u>Transport Related Expenses</u></b>				
41	Travel Expenses	768	768	768
<b><u>Supplies and Services</u></b>				
0	Equipment	0	144	144
0	Catering Costs	712	812	812
190	Printing and Reprographics	1,633	1,796	3,296
113	Direct Service Charge - Graphic Design Costs	0	0	0
0	Stationery and Office Expenses	455	1,261	1,261
0	Postage	0	11	11
32	Telephones	216	646	646
12,046	Hardware, Software & Other Computing	11,557	20,205	20,205
0	Medical Fees	0	600	100
0	Consultants	0	1,000	0
3,000	Other Professional Fees	49,237	39,237	48,977
0	Premises & Room Hire	150	150	150
178,151	Other Supplies & Services	189,866	189,866	189,866
9,500	Subscriptions	10,414	20,414	10,414
772	Advertising, Promotion & Notices	0	0	0
<b><u>Support Services</u></b>				
133,066	Internal Recharges and Transfers	76,391	79,133	279,180
6,871	Central Premises Recharges	3,533	3,533	3,868
<b>588,025</b>	<b>Expenditure</b>	<b>625,614</b>	<b>1,675,426</b>	<b>2,086,415</b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-88,926	Grants and Subsidies	-86,139	-86,139	-86,139
0	Reimbursements and Contributions	-10,169	-52,688	-52,688
<b><u>Support Services</u></b>				
-499,099	Internal Recharges and Transfers-Revenue	-529,306	-1,536,599	-1,947,588
<b>-588,025</b>	<b>Income</b>	<b>-625,614</b>	<b>-1,675,426</b>	<b>-2,086,415</b>
<b>-0</b>	<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>

**RESET AND RECOVERY**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>POLICY, CHANGE &amp; PERFORMANCE</u></b>			
	<b><u>PRESS AND PUBLIC AFFAIRS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
405,167	Non-Teachers Pay	422,046	720,923	707,538
6,103	Other Training Expenses	560	560	560
	<b><u>Transport Related Expenses</u></b>			
0	Travel Expenses	350	455	455
	<b><u>Supplies and Services</u></b>			
0	Equipment	4,283	2,283	4,283
0	Catering Costs	168	168	168
0	Clothing,Uniforms and Laundry	136	136	136
57,301	Printing and Reprographics	27,041	29,408	29,408
27	Direct Service Charge - Graphic Design Costs	0	1,000	1,000
0	Stationery and Office Expenses	71	71	71
0	Postage	2	2	2
631	Telephones	262	832	832
23,700	Hardware, Software & Other Computing	10,018	11,836	11,836
0	Medical Fees	0	50	50
633	Other Professional Fees	12,000	6,500	33,500
0	Exam & Course Fees (incl. students & clients)	0	50	50
9,282	Advertising, Promotion & Notices	251	9,251	251
0	Licenses	1,665	1,665	1,665
	<b><u>Third Party Payments</u></b>			
0	Direct Service Charge-Cleansing	0	3,255	3,403
	<b><u>Support Services</u></b>			
69,559	Internal Recharges and Transfers	91,687	91,687	190,123
16,239	Central Premises Recharges	17,667	17,667	19,344
<b><u>588,642</u></b>	<b><u>Expenditure</u></b>	<b><u>588,207</u></b>	<b><u>897,799</u></b>	<b><u>1,004,675</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-5,908	Grants and Subsidies	0	0	0
0	Reimbursements and Contributions	0	-62,555	-62,555
	<b><u>Customer and Client Receipts</u></b>			
-600	Sales, Fees and Charges	-14,426	-14,426	-14,714
	<b><u>Support Services</u></b>			
-582,134	Internal Recharges and Transfers-Revenue	-573,781	-820,818	-927,406
<b><u>-588,642</u></b>	<b><u>Income</u></b>	<b><u>-588,207</u></b>	<b><u>-897,799</u></b>	<b><u>-1,004,675</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**RESET AND RECOVERY**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
	<b><u>MANAGEMENT AND SUPPORT SERVICES - OTHER</u></b>			
	<b><u>OTHER</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Support Services</u></b>			
102,936	Internal Recharges and Transfers	102,936	102,936	102,936
26,000	Recharge Transfer from Treasury Management	26,000	26,000	26,000
<u>128,936</u>	<u>Expenditure</u>	<u>128,936</u>	<u>128,936</u>	<u>128,936</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-128,936	Reimbursements and Contributions	-128,936	-128,936	-128,936
<u>-128,936</u>	<u>Income</u>	<u>-128,936</u>	<u>-128,936</u>	<u>-128,936</u>
<u>0</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>

# **Environment and Transport**



**ENVIRONMENT AND TRANSPORT**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b>PRIMARY SCHOOLS</b>			
0	PRIMARY - DELEGATED AND DEVOLVED FUNDS	0	0	0
0	LA/CORP EXP ATTRIBUTABLE TO PRIMARY SCHOOLS	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>GENERIC SERVICES</b>			
0	CUSTOMER SERVICES	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>HIGHWAYS AND TRANSPORT SERVICES</b>			
808,367	PARKING SERVICES	-118,218	-130,431	256,142
<u>808,367</u>		<u>-118,218</u>	<u>-130,431</u>	<u>256,142</u>
	<b>ENVIRONMENTAL SERVICES</b>			
343,345	CEMETERIES	135,954	103,641	161,457
-837,468	CREMATORIUM	-1,158,650	-1,132,991	-1,038,114
0	TRADING STANDARDS	0	0	0
0	ENVIRONMENTAL HEALTH	0	0	0
30,215	PUBLIC CONVENIENCES	20,378	18,968	19,682
2,291,234	WASTE COLLECTION	1,887,198	2,095,994	2,484,506
4,112,382	RECYCLING	3,986,048	3,182,270	3,858,754
1,576,885	STREET CLEANSING	1,614,395	1,505,228	1,639,479
-14,646	TRADE WASTE	-461,757	-79,511	-126,524
225,018	COUNCILLOR IMPROVEMENT FUND	425,000	325,000	200,000
<u>7,726,965</u>		<u>6,448,566</u>	<u>6,018,599</u>	<u>7,199,240</u>
	<b>HIGHWAYS ROADS AND TRANSPORT SERVICES</b>			
914,816	STRUCTURAL MAINTENANCE	165,315	216,468	253,644
5,843,274	CONSTRUCTION PROJECTS CAPITAL CHARGES	5,736,019	6,021,536	6,021,536
2,188,014	ENVIRONMENTAL SAFETY & ROUTINE MAINTENANCE	2,287,411	2,203,509	2,533,016
1,600,970	STREET LIGHTING	1,620,339	1,696,134	1,950,664
323,091	WINTER SERVICE	287,758	328,453	335,396
496,537	TRAFFIC MANAGEMENT AND ROAD SAFETY	526,466	426,153	619,760
<u>11,366,702</u>		<u>10,623,308</u>	<u>10,892,253</u>	<u>11,714,016</u>
	<b>CULTURAL AND RELATED SERVICES</b>			
2,051,345	PARKS AND OPEN SPACE MANAGEMENT	2,096,087	1,978,438	2,162,707
132,373	RANGER SERVICE	45,524	59,944	66,835
56,577	ALLOTMENTS	38,513	43,513	48,268
<u>2,240,294</u>		<u>2,180,124</u>	<u>2,081,895</u>	<u>2,277,810</u>
	<b>MANAGEMENT AND SUPPORT SERVICES</b>			
0	CUSTOMER SERVICES UNIT	0	0	0
0	ENGINEERING MANAGEMENT	0	0	0
0	DIRECTORATE	0	0	0
0	FINANCIAL SERVICES-ACCOUNTANCY & BUS.SUPPORT	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>DIRECT SERVICES</b>			
-144,543	DIRECT SERVICES - CARETAKING	-41,762	-47,855	0
-205,531	DIRECT SERVICES - CATERING	106,982	82,539	-55,208
-132,516	DIRECT SERVICES - CLEANING	0	0	0
0	DIRECT SERVICES - DEPOT MANAGEMENT	-32,000	-32,000	0
0	DIRECT SERVICES - GROUNDS MAINTENANCE	0	0	0
0	DIRECT SERVICES - SECURITY	0	0	0
0	DIRECT SERVICES - TRANSPORT	0	0	0
<u>-482,590</u>		<u>33,220</u>	<u>2,684</u>	<u>-55,208</u>

**ENVIRONMENT AND TRANSPORT**

<b>Actual Expenditure <u>2020/21</u> £</b>	<b>Allowed Estimate <u>2021/22</u> £</b>	<b>Revised Estimate <u>2021/22</u> £</b>	<b>Forward Estimate <u>2022/23</u> £</b>
<u>21,659,738</u> Net Expenditure	<u>19,167,000</u>	<u>18,865,000</u>	<u>21,392,000</u>

**ENVIRONMENT AND TRANSPORT**  
**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
<b>EXPENDITURE</b>				
<b>Employees</b>				
17,537,211	Non-Teachers Pay	19,460,505	18,735,639	19,542,977
1,631,124	Agency Staff	623,098	996,642	598,676
52,465	Employee Recruitment Costs	2,012	2,839	1,532
129,683	Employee Retirement Costs	746	2,278	746
29,708	Employee Insurance Costs	30,126	29,938	29,938
0	Internal Training Costs	4,679	4,206	4,502
75,837	Other Training Expenses	93,418	102,212	91,562
<b>Premises Related Expenses</b>				
172,037	Repairs and Maintenance	129,603	119,265	131,132
1,956,204	Direct Service Charge-Ground Maintenance	1,740,626	1,777,203	1,687,562
93,281	Grounds Maintenance	156,232	106,159	156,232
957,268	Energy Costs	995,379	995,379	1,287,475
325,401	Rents & Rates	360,928	328,870	301,084
17,190	Water & Sewerage	29,858	29,858	26,431
143,293	Fixtures & Fittings	45,947	45,947	81,096
36,157	Direct Service Charge-Cleaning	35,952	36,152	36,850
11,504	Direct Service Charge-Caretaking	11,619	11,619	11,909
4,640	Premises Insurance	10,315	10,315	5,896
<b>Transport Related Expenses</b>				
1,475,159	Direct Transport Costs	1,343,457	1,356,157	1,495,608
3,240,090	Direct Service Charge-Pooled Transport Costs	3,013,747	3,213,780	3,361,530
426,926	External Transport Hire & Contracts	216,274	214,026	365,274
83,665	Travel Expenses	105,632	106,144	105,444
145,336	General Transport Insurance	145,336	145,336	145,336
<b>Supplies and Services</b>				
266,191	Equipment	357,272	341,465	349,004
0	Furniture	0	202	0
0	Books, Publications & Literature	2,127	1,758	1,978
926,989	Materials	820,732	920,084	821,430
947,223	Catering Costs	1,810,831	1,759,032	1,901,280
79,065	Clothing,Uniforms and Laundry	110,227	115,607	107,861
26,031	Printing and Reprographics	22,560	19,504	18,232
4,637	Direct Service Charge - Graphic Design Costs	4,030	6,343	3,907
4,918	Stationery and Office Expenses	18,095	14,974	16,857
41,102	Postage	16,980	15,871	16,471
66,013	Telephones	37,720	51,566	34,540
425,361	Hardware, Software & Other Computing	305,494	341,467	276,242
99,681	Legal Fees	1,732	9,487	1,732
5,615	Medical Fees	3,074	7,935	3,074
7,500	Consultants	17,971	46,125	17,971
970,897	Other Professional Fees	153,323	263,169	53,023
0	Exam & Course Fees (incl. students & clients)	3,808	3,430	3,808
23	Education,Leisure Activities & Entertainments	650	1,260	650
20,230	Banking & Security Services	12,959	43,645	12,708
334,046	Direct Service Charge-Security	271,757	264,710	321,524
0	Premises & Room Hire	1,898	1,929	1,898

**ENVIRONMENT AND TRANSPORT  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
-77	Professional Meetings	663	563	663
17,761	Subscriptions	22,792	23,483	21,752
237,086	Insurances	226,362	226,135	226,135
47,701	Advertising, Promotion & Notices	150,982	46,489	150,982
4,600	Licenses	7,223	6,982	7,076
11,599	Provision for bad/doubtful debt	0	0	0
	<b>Third Party Payments</b>			
5,111	3rd Party Payments to Other Local Authorities	5,412	5,412	5,412
190,758	Direct Service Charge-Civil Engineering	187,785	203,212	192,480
35,941	Direct Service Charge-Cleansing	36,279	36,479	37,186
2,469,810	3rd Party Payments to Private Contractors	2,288,994	2,219,166	1,983,224
	<b>Transfer Payments</b>			
100	Benefits	0	0	0
	<b>Support Services</b>			
3,088,332	Internal Recharges and Transfers	3,008,950	3,245,819	3,896,691
1,568,482	Central Premises Recharges	1,474,139	1,456,314	1,633,277
	<b>Capital Charges and Financing Costs</b>			
0	Revenue Expend Financed By Capital	0	120,000	12,000
8,218,377	Non-current Assets Depreciation & Amortisation	8,218,517	8,476,372	8,464,412
864,452	R C C O	770,000	91,000	1,031,000
-173,300	Impairment & Revaluation Losses	0	0	0
<b>49,356,435</b>	<b>Expenditure</b>	<b>48,926,827</b>	<b>48,756,953</b>	<b>51,095,272</b>
	<b>INCOME</b>			
	<b>External Grants and Reimbursements</b>			
-88,330	Grants and Subsidies	0	-29,062	0
-1,139,287	Reimbursements and Contributions	-1,105,884	-1,168,268	-1,153,590
	<b>Customer and Client Receipts</b>			
-7,025,763	Sales, Fees and Charges	-10,165,830	-10,075,789	-9,321,812
-239,189	Rents	-273,793	-295,974	-279,268
	<b>Other Income</b>			
	<b>Support Services</b>			
-18,236,537	Internal Recharges and Transfers-Revenue	-17,439,671	-17,506,420	-18,173,953
-967,592	Internal Recharges and Transfers-Capital	-774,649	-816,440	-774,649
<b>-27,696,697</b>	<b>Income</b>	<b>-29,759,827</b>	<b>-29,891,953</b>	<b>-29,703,272</b>
<b>21,659,738</b>	<b>NET EXPENDITURE</b>	<b>19,167,000</b>	<b>18,865,000</b>	<b>21,392,000</b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>HIGHWAYS AND TRANSPORT SERVICES</u></b>				
<b><u>PARKING SERVICES</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
132,775	Non-Teachers Pay	100,638	100,638	111,004
10	Employee Insurance Costs	10	10	10
0	Internal Training Costs	90	90	90
<b><u>Premises Related Expenses</u></b>				
6,039	Repairs and Maintenance	8,104	8,104	6,595
18,818	Direct Service Charge-Ground Maintenance	16,485	16,485	15,931
31,730	Energy Costs	56,032	56,032	41,176
315,057	Rents & Rates	348,175	315,467	288,156
10,883	Water & Sewerage	15,484	15,484	11,697
4,640	Premises Insurance	10,315	10,315	5,896
<b><u>Supplies and Services</u></b>				
22,066	Equipment	52,506	12,556	48,506
1,678	Materials	0	174	0
122	Clothing,Uniforms and Laundry	0	53	0
927	Printing and Repographics	750	1,075	750
0	Direct Service Charge - Graphic Design Costs	0	34	0
572	Stationery and Office Expenses	4,891	4,916	4,891
4,572	Postage	4,000	3,000	4,000
4,317	Telephones	4,751	4,751	4,001
12,126	Hardware, Software & Other Computing	11,978	17,246	12,146
4,000	Legal Fees	0	6,000	0
23,346	Other Professional Fees	3,600	1,994	3,600
12,983	Banking & Security Services	0	30,677	0
668	Subscriptions	2,661	2,661	2,475
7,467	Insurances	8,514	8,514	8,514
-4,251	Provision for bad/doubtful debt	0	0	0
<b><u>Third Party Payments</u></b>				
6,056	Direct Service Charge-Civil Engineering	6,955	5,977	7,129
461,005	3rd Party Payments to Private Contractors	441,987	475,673	464,528
<b><u>Support Services</u></b>				
111,714	Internal Recharges and Transfers	112,248	104,078	168,598
6,136	Central Premises Recharges	16,997	16,997	18,610
<b><u>Capital Charges and Financing Costs</u></b>				
181,568	Non-current Assets Depreciation & Amortisation	181,570	177,527	177,527
0	Impairment & Revaluation Losses	0	0	0
<b><u>1,377,025</u></b>	<b><u>Expenditure</u></b>	<b><u>1,408,741</u></b>	<b><u>1,396,528</u></b>	<b><u>1,405,830</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-8,045	Reimbursements and Contributions	0	0	0
<b><u>Customer and Client Receipts</u></b>				
-546,314	Sales, Fees and Charges	-1,510,938	-1,510,938	-1,133,347
-14,300	Rents	-16,021	-16,021	-16,341
<b><u>-568,659</u></b>	<b><u>Income</u></b>	<b><u>-1,526,959</u></b>	<b><u>-1,526,959</u></b>	<b><u>-1,149,688</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<u>808,367</u>	<u>NET EXPENDITURE</u>	<u>-118,218</u>	<u>-130,431</u>	<u>256,142</u>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>ENVIRONMENTAL SERVICES</u></b>				
<b><u>CEMETERIES</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
212,608	Non-Teachers Pay	243,479	208,436	255,020
0	Agency Staff	0	12,000	0
97	Employee Insurance Costs	99	99	99
0	Internal Training Costs	100	100	100
2,887	Other Training Expenses	1,425	6,468	1,425
<b><u>Premises Related Expenses</u></b>				
140,501	Repairs and Maintenance	55,126	53,926	56,504
334,253	Direct Service Charge-Ground Maintenance	304,150	318,850	294,305
11,936	Grounds Maintenance	43,960	28,960	43,960
0	Water & Sewerage	1,492	1,492	1,529
<b><u>Transport Related Expenses</u></b>				
37	Direct Service Charge-Pooled Transport Costs	220	220	226
1,690	External Transport Hire & Contracts	4,084	4,084	4,084
267	Travel Expenses	329	329	329
<b><u>Supplies and Services</u></b>				
16,935	Equipment	7,265	6,765	7,265
2,088	Materials	6,346	1,174	6,346
1,570	Clothing,Uniforms and Laundry	676	1,176	676
348	Printing and Reprographics	150	150	150
33	Direct Service Charge - Graphic Design Costs	444	444	444
0	Stationery and Office Expenses	10	10	10
1,426	Telephones	1,315	1,315	1,315
1,515	Hardware, Software & Other Computing	3,838	0	3,934
0	Medical Fees	100	300	100
69,623	Direct Service Charge-Security	48,325	48,325	49,533
1,415	Insurances	1,613	1,613	1,613
0	Advertising, Promotion & Notices	0	2,005	0
<b><u>Third Party Payments</u></b>				
5,927	Direct Service Charge-Civil Engineering	2,230	2,230	2,286
12,887	Direct Service Charge-Cleansing	13,016	13,016	13,341
54	3rd Party Payments to Private Contractors	0	0	0
<b><u>Support Services</u></b>				
93,925	Internal Recharges and Transfers	61,410	56,402	95,576
<b><u>Capital Charges and Financing Costs</u></b>				
8,000	Non-current Assets Depreciation & Amortisation	8,000	8,000	8,000
<b><u>920,023</u></b>	<b><u>Expenditure</u></b>	<b><u>809,202</u></b>	<b><u>777,889</u></b>	<b><u>848,170</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-2,887	Grants and Subsidies	0	0	0
<b><u>Customer and Client Receipts</u></b>				
-377,304	Sales, Fees and Charges	-445,780	-446,780	-454,696
-196,488	Rents	-227,468	-227,468	-232,017
<b><u>-576,678</u></b>	<b><u>Income</u></b>	<b><u>-673,248</u></b>	<b><u>-674,248</u></b>	<b><u>-686,713</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<u>343,345</u>	<u>NET EXPENDITURE</u>	<u>135,954</u>	<u>103,641</u>	<u>161,457</u>



**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>ENVIRONMENTAL SERVICES</u></b>				
<b><u>CREMATORIUM</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
269,788	Non-Teachers Pay	178,946	196,946	241,215
97	Employee Insurance Costs	99	99	99
0	Internal Training Costs	100	100	100
1,067	Other Training Expenses	900	900	900
<b><u>Premises Related Expenses</u></b>				
2,340	Repairs and Maintenance	200	2,467	205
31,573	Direct Service Charge-Ground Maintenance	31,889	31,889	30,818
143,293	Fixtures & Fittings	45,947	45,947	81,096
562	Direct Service Charge-Cleaning	0	200	0
<b><u>Transport Related Expenses</u></b>				
9,475	External Transport Hire & Contracts	2,000	2,000	2,000
375	Travel Expenses	971	971	971
<b><u>Supplies and Services</u></b>				
8,426	Equipment	11,851	13,349	11,851
0	Furniture	0	102	0
11,369	Materials	10,713	12,163	10,713
46	Catering Costs	50	50	51
160	Clothing,Uniforms and Laundry	1,000	1,000	1,000
448	Printing and Reprographics	2,000	1,500	2,000
568	Direct Service Charge - Graphic Design Costs	0	450	0
582	Stationery and Office Expenses	1,530	1,530	1,530
193	Postage	155	155	155
6,034	Telephones	1,288	2,838	1,288
12,499	Hardware, Software & Other Computing	8,368	10,421	8,532
41,990	Other Professional Fees	0	0	0
654	Banking & Security Services	757	757	757
1,128	Subscriptions	2,100	2,982	2,100
5,790	Insurances	1,683	1,683	1,683
1,933	Advertising, Promotion & Notices	1,450	3,803	1,450
<b><u>Support Services</u></b>				
66,037	Internal Recharges and Transfers	42,070	40,424	57,368
165,748	Central Premises Recharges	209,040	209,040	253,064
<b><u>Capital Charges and Financing Costs</u></b>				
69,620	Non-current Assets Depreciation & Amortisation	69,620	69,620	69,620
<b><u>851,793</u></b>	<b><u>Expenditure</u></b>	<b><u>624,727</u></b>	<b><u>653,386</u></b>	<b><u>780,566</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-1,067	Grants and Subsidies	0	0	0
-8,673	Reimbursements and Contributions	-18,213	-18,213	-18,213
<b><u>Customer and Client Receipts</u></b>				
-1,673,602	Sales, Fees and Charges	-1,757,093	-1,754,093	-1,792,235
-5,920	Rents	-8,071	-14,071	-8,232
<b><u>-1,689,261</u></b>	<b><u>Income</u></b>	<b><u>-1,783,377</u></b>	<b><u>-1,786,377</u></b>	<b><u>-1,818,680</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>-837,468</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>-1,158,650</u></b>	<b><u>-1,132,991</u></b>	<b><u>-1,038,114</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ENVIRONMENTAL SERVICES</u></b>			
	<b><u>PUBLIC CONVENIENCES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Premises Related Expenses</u></b>			
11,504	Direct Service Charge-Caretaking	11,619	11,619	11,909
	<b><u>Supplies and Services</u></b>			
333	Materials	996	996	996
	<b><u>Support Services</u></b>			
28	Internal Recharges and Transfers	44	44	54
15,165	Central Premises Recharges	4,533	4,533	4,947
	<b><u>Capital Charges and Financing Costs</u></b>			
3,186	Non-current Assets Depreciation & Amortisation	3,186	1,776	1,776
<u>30,215</u>	<u>Expenditure</u>	<u>20,378</u>	<u>18,968</u>	<u>19,682</u>
<u>30,215</u>	<u>NET EXPENDITURE</u>	<u>20,378</u>	<u>18,968</u>	<u>19,682</u>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ENVIRONMENTAL SERVICES</u></b>			
	<b><u>WASTE COLLECTION</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
945,255	Non-Teachers Pay	1,107,635	1,071,395	1,189,012
400,000	Agency Staff	270,191	259,491	276,946
0	Employee Retirement Costs	0	403	0
7,841	Other Training Expenses	9,000	8,825	9,000
	<b><u>Transport Related Expenses</u></b>			
7,422	Direct Transport Costs	500	13,500	513
533,059	Direct Service Charge-Pooled Transport Costs	476,428	636,629	651,450
140,061	External Transport Hire & Contracts	16,000	14,800	16,000
504	Travel Expenses	470	670	470
	<b><u>Supplies and Services</u></b>			
7,120	Equipment	6,599	6,299	6,599
37,720	Materials	37,076	47,102	37,076
0	Catering Costs	10	10	10
23,333	Clothing,Uniforms and Laundry	22,300	28,800	22,300
596	Printing and Reprographics	263	563	263
361	Direct Service Charge - Graphic Design Costs	600	600	600
509	Stationery and Office Expenses	422	476	422
1,651	Telephones	610	1,610	610
3,055	Hardware, Software & Other Computing	300	686	300
301	Medical Fees	0	500	0
0	Other Professional Fees	0	25,000	0
2	Professional Meetings	0	0	0
445	Subscriptions	275	275	275
	<b><u>Third Party Payments</u></b>			
242,871	3rd Party Payments to Private Contractors	0	0	0
	<b><u>Transfer Payments</u></b>			
100	Benefits	0	0	0
	<b><u>Support Services</u></b>			
123,366	Internal Recharges and Transfers	97,715	82,867	175,334
42,393	Central Premises Recharges	39,592	39,263	49,663
	<b><u>Capital Charges and Financing Costs</u></b>			
0	R C C O	0	0	173,000
<b><u>2,517,967</u></b>	<b><u>Expenditure</u></b>	<b><u>2,085,986</u></b>	<b><u>2,239,764</u></b>	<b><u>2,609,843</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-151,788	Sales, Fees and Charges	-128,286	-143,770	-125,337
	<b><u>Support Services</u></b>			
-74,946	Internal Recharges and Transfers-Revenue	-70,502	0	0
<b><u>-226,734</u></b>	<b><u>Income</u></b>	<b><u>-198,788</u></b>	<b><u>-143,770</u></b>	<b><u>-125,337</u></b>
<b><u>2,291,234</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,887,198</u></b>	<b><u>2,095,994</u></b>	<b><u>2,484,506</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>ENVIRONMENTAL SERVICES</u></b>				
<b><u>RECYCLING</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
1,975,333	Non-Teachers Pay	2,658,481	2,655,916	2,788,902
1,013,020	Agency Staff	352,907	363,607	321,730
0	Employee Recruitment Costs	0	715	0
3,836	Other Training Expenses	5,000	5,000	5,000
<b><u>Premises Related Expenses</u></b>				
424	Direct Service Charge-Ground Maintenance	0	232	0
<b><u>Transport Related Expenses</u></b>				
8,485	Direct Transport Costs	407	6,307	422
1,085,337	Direct Service Charge-Pooled Transport Costs	995,261	1,168,356	1,221,252
25,900	External Transport Hire & Contracts	49,000	49,000	198,000
1,416	Travel Expenses	1,545	2,025	1,545
<b><u>Supplies and Services</u></b>				
1,303	Equipment	15,693	15,693	15,693
109,891	Materials	119,224	127,224	119,224
0	Catering Costs	40	40	41
14,584	Clothing,Uniforms and Laundry	32,501	29,801	32,501
11,783	Printing and Reprographics	1,737	3,737	1,737
371	Direct Service Charge - Graphic Design Costs	600	1,500	600
534	Stationery and Office Expenses	497	497	497
991	Telephones	190	854	190
15,853	Hardware, Software & Other Computing	9,960	20,672	9,997
1,123	Medical Fees	0	1,000	0
0	Consultants	0	750	0
3,520	Other Professional Fees	14,199	75,199	14,199
1	Professional Meetings	0	0	0
9,898	Insurances	11,286	11,286	11,286
32,087	Advertising, Promotion & Notices	132,244	32,364	132,244
<b><u>Third Party Payments</u></b>				
271,190	3rd Party Payments to Private Contractors	315,009	305,009	188,009
<b><u>Support Services</u></b>				
264,541	Internal Recharges and Transfers	191,330	166,321	342,415
41,094	Central Premises Recharges	38,379	38,050	48,141
<b><u>Capital Charges and Financing Costs</u></b>				
0	Revenue Expend Financed By Capital	0	120,000	12,000
506,374	Non-current Assets Depreciation & Amortisation	506,374	428,079	428,079
392,661	R C C O	710,000	0	755,000
<b>5,791,548</b>	<b>Expenditure</b>	<b>6,161,864</b>	<b>5,629,234</b>	<b>6,648,704</b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-1,156	Grants and Subsidies	0	0	0
-1,089,117	Reimbursements and Contributions	-1,087,377	-1,135,377	-1,135,377
<b><u>Customer and Client Receipts</u></b>				
-588,253	Sales, Fees and Charges	-1,085,111	-1,308,259	-1,620,936

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>	<b><u>Support Services</u></b>	<b>£</b>	<b>£</b>	<b>£</b>
-640	Internal Recharges and Transfers-Revenue	-3,328	-3,328	-33,637
<u>-1,679,166</u>	<u>Income</u>	<u>-2,175,816</u>	<u>-2,446,964</u>	<u>-2,789,950</u>
<u>4,112,382</u>	<u>NET EXPENDITURE</u>	<u>3,986,048</u>	<u>3,182,270</u>	<u>3,858,754</u>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>ENVIRONMENTAL SERVICES</u></b>				
<b><u>STREET CLEANSING</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
907,243	Non-Teachers Pay	1,018,147	928,147	1,024,403
33,249	Agency Staff	0	90,000	0
0	Employee Recruitment Costs	220	0	220
-20,225	Employee Retirement Costs	0	220	0
0	Internal Training Costs	200	200	200
1,039	Other Training Expenses	9,200	9,200	9,200
<b><u>Premises Related Expenses</u></b>				
67,822	Direct Service Charge-Ground Maintenance	68,500	68,500	66,201
<b><u>Transport Related Expenses</u></b>				
605	Direct Transport Costs	0	750	0
542,962	Direct Service Charge-Pooled Transport Costs	493,719	390,882	446,110
11,007	External Transport Hire & Contracts	19,204	16,454	19,204
1,645	Travel Expenses	1,699	1,699	1,699
<b><u>Supplies and Services</u></b>				
22,052	Equipment	11,708	21,708	11,707
17,952	Materials	31,601	29,404	31,601
4,254	Clothing,Uniforms and Laundry	9,235	9,235	9,235
253	Printing and Reprographics	500	300	500
699	Direct Service Charge - Graphic Design Costs	0	200	0
3	Stationery and Office Expenses	135	135	135
252	Telephones	275	275	275
624	Hardware, Software & Other Computing	250	367	250
0	Legal Fees	0	680	0
440	Medical Fees	0	400	0
10,100	Other Professional Fees	0	0	0
10,150	Direct Service Charge-Security	7,045	7,045	7,221
0	Advertising, Promotion & Notices	0	1,000	0
<b><u>Third Party Payments</u></b>				
17,156	Direct Service Charge-Civil Engineering	29,159	29,159	29,888
4,524	3rd Party Payments to Private Contractors	8,821	8,821	9,042
<b><u>Support Services</u></b>				
127,381	Internal Recharges and Transfers	77,546	63,545	138,661
3,531	Central Premises Recharges	3,298	2,969	4,137
<b><u>1,764,717</u></b>	<b><u>Expenditure</u></b>	<b><u>1,790,462</u></b>	<b><u>1,681,295</u></b>	<b><u>1,809,889</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-13,508	Grants and Subsidies	0	0	0
<b><u>Support Services</u></b>				
-174,324	Internal Recharges and Transfers-Revenue	-176,067	-176,067	-170,410
<b><u>-187,832</u></b>	<b><u>Income</u></b>	<b><u>-176,067</u></b>	<b><u>-176,067</u></b>	<b><u>-170,410</u></b>
<b><u>1,576,885</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,614,395</u></b>	<b><u>1,505,228</u></b>	<b><u>1,639,479</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ENVIRONMENTAL SERVICES</u></b>			
	<b><u>TRADE WASTE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
85,843	Non-Teachers Pay	62,430	98,442	66,402
	<b><u>Transport Related Expenses</u></b>			
41,848	Direct Service Charge-Pooled Transport Costs	38,851	104,946	93,502
	<b><u>Supplies and Services</u></b>			
6,505	Equipment	12,120	12,120	12,120
0	Materials	7,333	7,107	7,333
188	Printing and Reprographics	0	0	0
2,438	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
214,936	3rd Party Payments to Private Contractors	209,232	209,232	209,232
	<b><u>Support Services</u></b>			
9,560	Internal Recharges and Transfers	8,979	7,362	13,633
<b><u>361,317</u></b>	<b><u>Expenditure</u></b>	<b><u>338,945</u></b>	<b><u>439,209</u></b>	<b><u>402,222</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-277,155	Sales, Fees and Charges	-701,732	-341,159	-355,177
	<b><u>Support Services</u></b>			
-98,808	Internal Recharges and Transfers-Revenue	-98,970	-177,561	-173,569
<b><u>-375,963</u></b>	<b><u>Income</u></b>	<b><u>-800,702</u></b>	<b><u>-518,720</u></b>	<b><u>-528,746</u></b>
<b><u>-14,646</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>-461,757</u></b>	<b><u>-79,511</u></b>	<b><u>-126,524</u></b>



**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ENVIRONMENTAL SERVICES</u></b>			
	<b><u>COUNCILLOR IMPROVEMENT FUND</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Premises Related Expenses</u></b>			
47,187	Direct Service Charge-Ground Maintenance	60,534	113,900	62,047
	<b><u>Third Party Payments</u></b>			
11,610	Direct Service Charge-Civil Engineering	0	8,035	0
168,804	3rd Party Payments to Private Contractors	364,466	133,065	137,953
	<b><u>Capital Charges and Financing Costs</u></b>			
0	R C C O	0	70,000	0
<u>227,600</u>	<u>Expenditure</u>	<u>425,000</u>	<u>325,000</u>	<u>200,000</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-2,583	Sales, Fees and Charges	0	0	0
<u>-2,583</u>	<u>Income</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>225,018</u>	<u>NET EXPENDITURE</u>	<u>425,000</u>	<u>325,000</u>	<u>200,000</u>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HIGHWAYS ROADS AND TRANSPORT SERVICES</u></b>			
	<b><u>STRUCTURAL MAINTENANCE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
387,618	Non-Teachers Pay	420,544	420,544	445,620
193	Employee Insurance Costs	195	195	195
0	Other Training Expenses	6,471	6,471	6,471
	<b><u>Premises Related Expenses</u></b>			
0	Direct Service Charge-Ground Maintenance	700	700	718
	<b><u>Transport Related Expenses</u></b>			
9,048	Travel Expenses	15,446	15,446	15,446
	<b><u>Supplies and Services</u></b>			
127	Equipment	806	599	806
0	Books, Publications & Literature	326	874	326
12	Materials	316	179	316
0	Catering Costs	303	0	311
116	Clothing,Uniforms and Laundry	281	281	281
65	Printing and Reprographics	0	0	0
4	Stationery and Office Expenses	418	211	418
727	Telephones	102	448	102
45,651	Hardware, Software & Other Computing	47,138	47,138	48,259
94,803	Legal Fees	612	1,862	612
532,142	Other Professional Fees	100,000	81,000	0
600	Subscriptions	837	797	837
35,464	Insurances	40,436	40,436	40,436
0	Advertising, Promotion & Notices	898	898	898
	<b><u>Third Party Payments</u></b>			
171	Direct Service Charge-Civil Engineering	6,769	6,769	6,938
34,349	3rd Party Payments to Private Contractors	45,654	45,654	46,795
	<b><u>Support Services</u></b>			
143,944	Internal Recharges and Transfers	139,659	101,894	258,965
37,419	Central Premises Recharges	0	0	0
	<b><u>Capital Charges and Financing Costs</u></b>			
300,000	R C C O	0	0	0
<b><u>1,622,452</u></b>	<b><u>Expenditure</u></b>	<b><u>827,911</u></b>	<b><u>772,396</u></b>	<b><u>874,750</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-245,044	Sales, Fees and Charges	-228,474	-229,724	-233,043
	<b><u>Support Services</u></b>			
-47,344	Internal Recharges and Transfers-Revenue	-60,747	0	-14,688
-415,249	Internal Recharges and Transfers-Capital	-373,375	-326,204	-373,375
<b><u>-707,636</u></b>	<b><u>Income</u></b>	<b><u>-662,596</u></b>	<b><u>-555,928</u></b>	<b><u>-621,106</u></b>
<b><u>914,816</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>165,315</u></b>	<b><u>216,468</u></b>	<b><u>253,644</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HIGHWAYS ROADS AND TRANSPORT SERVICES</u></b>			
	<b><u>CONSTRUCTION PROJECTS CAPITAL CHARGES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Capital Charges and Financing Costs</u></b>			
5,736,019	Non-current Assets Depreciation & Amortisation	5,736,019	6,021,536	6,021,536
107,237	R C C O	0	0	0
19	Impairment & Revaluation Losses	0	0	0
<u>5,843,274</u>	<u>Expenditure</u>	<u>5,736,019</u>	<u>6,021,536</u>	<u>6,021,536</u>
<u>5,843,274</u>	<u>NET EXPENDITURE</u>	<u>5,736,019</u>	<u>6,021,536</u>	<u>6,021,536</u>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
<b><u>HIGHWAYS ROADS AND TRANSPORT SERVICES</u></b>				
<b><u>ENVIRONMENTAL SAFETY &amp; ROUTINE MAINTENANCE</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
1,090,074	Non-Teachers Pay	1,242,117	1,242,117	1,315,640
181	Employee Insurance Costs	183	183	183
2,452	Other Training Expenses	10,289	8,214	10,289
<b><u>Premises Related Expenses</u></b>				
271,558	Direct Service Charge-Ground Maintenance	257,141	260,666	248,972
655	Grounds Maintenance	0	0	0
100,791	Energy Costs	101,226	101,226	139,692
<b><u>Transport Related Expenses</u></b>				
258	Direct Transport Costs	0	0	0
271,027	Direct Service Charge-Pooled Transport Costs	240,660	210,035	231,627
24,052	External Transport Hire & Contracts	33,864	33,864	33,864
28,673	Travel Expenses	29,884	29,884	29,884
<b><u>Supplies and Services</u></b>				
8,810	Equipment	8,329	7,829	8,329
0	Books, Publications & Literature	326	326	326
278,144	Materials	246,148	246,153	246,148
5	Catering Costs	303	303	311
5,438	Clothing,Uniforms and Laundry	5,996	5,996	5,996
990	Printing and Reprographics	500	500	500
576	Stationery and Office Expenses	2,090	2,090	2,090
456	Postage	500	500	500
3,927	Telephones	2,961	2,961	2,961
129,486	Hardware, Software & Other Computing	108,201	112,528	110,348
507	Legal Fees	1,020	495	1,020
218	Medical Fees	0	0	0
7,500	Consultants	9,379	21,375	9,379
34,011	Other Professional Fees	28,916	28,916	28,916
0	Exam & Course Fees (incl. students & clients)	720	720	720
2,928	Direct Service Charge-Security	2,032	2,032	2,083
201	Subscriptions	837	837	837
39,863	Insurances	45,451	45,451	45,451
3,420	Advertising, Promotion & Notices	8,364	4,694	8,364
7,838	Provision for bad/doubtful debt	0	0	0
<b><u>Third Party Payments</u></b>				
5,111	3rd Party Payments to Other Local Authorities	5,412	5,412	5,412
111,175	Direct Service Charge-Civil Engineering	114,719	123,014	117,587
610,173	3rd Party Payments to Private Contractors	413,657	580,416	423,586
<b><u>Support Services</u></b>				
320,002	Internal Recharges and Transfers	298,226	219,410	395,351
74,843	Central Premises Recharges	70,763	70,434	83,342
<b><u>Capital Charges and Financing Costs</u></b>				
232,983	Non-current Assets Depreciation & Amortisation	232,983	232,983	232,983
10,000	R C C O	0	0	0
<b>3,678,326</b>	<b>Expenditure</b>	<b>3,523,197</b>	<b>3,601,564</b>	<b>3,742,691</b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-13,826	Grants and Subsidies	0	-4,282	0
-1,661	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-957,410	Sales, Fees and Charges	-915,187	-1,029,696	-933,491
-5	Rents	0	0	0
	<b><u>Support Services</u></b>			
-146,365	Internal Recharges and Transfers-Revenue	-211,104	-171,349	-166,689
-371,044	Internal Recharges and Transfers-Capital	-109,495	-192,728	-109,495
<b><u>-1,490,312</u></b>	<b><u>Income</u></b>	<b><u>-1,235,786</u></b>	<b><u>-1,398,055</u></b>	<b><u>-1,209,675</u></b>
<b><u>2,188,014</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>2,287,411</u></b>	<b><u>2,203,509</u></b>	<b><u>2,533,016</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>HIGHWAYS ROADS AND TRANSPORT SERVICES</u></b>				
<b><u>STREET LIGHTING</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
36,768	Non-Teachers Pay	73,518	73,518	77,856
48	Employee Insurance Costs	49	49	49
0	Other Training Expenses	1,479	1,479	1,479
<b><u>Premises Related Expenses</u></b>				
0	Direct Service Charge-Ground Maintenance	905	905	928
820,928	Energy Costs	833,417	833,417	1,100,115
<b><u>Transport Related Expenses</u></b>				
836	Travel Expenses	5,671	5,671	5,671
<b><u>Supplies and Services</u></b>				
12	Equipment	806	806	806
0	Books, Publications & Literature	325	325	325
0	Materials	316	316	316
0	Catering Costs	302	302	310
0	Clothing,Uniforms and Laundry	281	281	281
2,625	Printing and Reprographics	500	500	500
0	Stationery and Office Expenses	105	105	105
1	Telephones	8	8	8
2,707	Hardware, Software & Other Computing	3,718	3,718	3,797
0	Subscriptions	837	837	837
23,234	Insurances	26,492	26,492	26,492
875	Advertising, Promotion & Notices	0	0	0
<b><u>Third Party Payments</u></b>				
4,689	Direct Service Charge-Civil Engineering	5,581	5,581	5,721
282,989	3rd Party Payments to Private Contractors	361,269	304,330	369,911
<b><u>Support Services</u></b>				
57,686	Internal Recharges and Transfers	56,107	48,004	82,925
3,279	Central Premises Recharges	0	0	0
<b><u>Capital Charges and Financing Costs</u></b>				
409,964	Non-current Assets Depreciation & Amortisation	409,964	429,984	429,984
<b><u>1,646,641</u></b>	<b><u>Expenditure</u></b>	<b><u>1,781,650</u></b>	<b><u>1,736,628</u></b>	<b><u>2,108,416</u></b>
<b><u>INCOME</u></b>				
<b><u>Customer and Client Receipts</u></b>				
-25,674	Sales, Fees and Charges	-77,952	-21,013	-79,511
<b><u>Support Services</u></b>				
-204	Internal Recharges and Transfers-Revenue	-6,750	0	-1,632
-19,793	Internal Recharges and Transfers-Capital	-76,609	-19,481	-76,609
<b><u>-45,671</u></b>	<b><u>Income</u></b>	<b><u>-161,311</u></b>	<b><u>-40,494</u></b>	<b><u>-157,752</u></b>
<b><u>1,600,970</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>1,620,339</u></b>	<b><u>1,696,134</u></b>	<b><u>1,950,664</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>HIGHWAYS ROADS AND TRANSPORT SERVICES</u></b>				
<b><u>WINTER SERVICE</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
79,602	Non-Teachers Pay	73,422	64,733	76,132
0	Agency Staff	0	8,689	0
2,286	Other Training Expenses	158	2,233	158
<b><u>Premises Related Expenses</u></b>				
3,650	Repairs and Maintenance	0	0	0
5,739	Rents & Rates	5,800	5,800	5,800
<b><u>Transport Related Expenses</u></b>				
113,234	Direct Service Charge-Pooled Transport Costs	108,122	144,781	153,313
29,131	External Transport Hire & Contracts	10,985	22,687	10,985
<b><u>Supplies and Services</u></b>				
144,970	Materials	98,538	98,538	98,538
7,354	Insurances	8,385	8,385	8,385
<b><u>Third Party Payments</u></b>				
16,735	3rd Party Payments to Private Contractors	33,180	25,617	33,967
<b><u>Support Services</u></b>				
4,434	Internal Recharges and Transfers	2,668	490	662
10,715	Central Premises Recharges	10,007	10,007	12,551
<b><u>417,848</u></b>	<b><u>Expenditure</u></b>	<b><u>351,265</u></b>	<b><u>391,960</u></b>	<b><u>400,491</u></b>
<b><u>INCOME</u></b>				
<b><u>Customer and Client Receipts</u></b>				
-485	Sales, Fees and Charges	-226	-226	-231
<b><u>Support Services</u></b>				
-94,272	Internal Recharges and Transfers-Revenue	-63,281	-63,281	-64,864
<b><u>-94,757</u></b>	<b><u>Income</u></b>	<b><u>-63,507</u></b>	<b><u>-63,507</u></b>	<b><u>-65,095</u></b>
<b><u>323,091</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>287,758</u></b>	<b><u>328,453</u></b>	<b><u>335,396</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>HIGHWAYS ROADS AND TRANSPORT SERVICES</u></b>				
<b><u>TRAFFIC MANAGEMENT AND ROAD SAFETY</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
481,843	Non-Teachers Pay	327,237	424,086	357,422
113	Employee Insurance Costs	116	116	116
0	Internal Training Costs	80	80	80
2,237	Other Training Expenses	3,267	3,852	3,267
<b><u>Premises Related Expenses</u></b>				
69	Direct Service Charge-Ground Maintenance	0	0	0
<b><u>Transport Related Expenses</u></b>				
23	Direct Transport Costs	0	0	0
38	External Transport Hire & Contracts	7,185	7,185	7,185
9,565	Travel Expenses	15,178	15,178	15,178
<b><u>Supplies and Services</u></b>				
2,455	Equipment	1,856	10,169	1,856
10	Materials	2,273	757	2,273
0	Catering Costs	614	614	630
929	Clothing,Uniforms and Laundry	280	2,301	280
297	Printing and Reprographics	1,467	2,667	1,467
439	Direct Service Charge - Graphic Design Costs	0	0	0
0	Stationery and Office Expenses	236	236	236
0	Postage	259	259	259
18,938	Telephones	3,987	5,678	3,987
24,629	Hardware, Software & Other Computing	31,152	30,661	31,896
570	Other Professional Fees	0	2,733	0
0	Premises & Room Hire	1,200	1,200	1,200
350	Subscriptions	1,305	1,305	1,305
2,496	Insurances	2,846	2,846	2,846
9,386	Advertising, Promotion & Notices	4,227	827	4,227
<b><u>Third Party Payments</u></b>				
1,676	Direct Service Charge-Civil Engineering	0	0	0
131,146	3rd Party Payments to Private Contractors	97,906	133,736	100,354
<b><u>Support Services</u></b>				
149,610	Internal Recharges and Transfers	134,359	128,228	227,248
7,816	Central Premises Recharges	6,068	6,068	6,644
<b><u>Capital Charges and Financing Costs</u></b>				
0	R C C O	60,000	0	25,000
<b><u>844,636</u></b>	<b><u>Expenditure</u></b>	<b><u>703,098</u></b>	<b><u>780,782</u></b>	<b><u>794,956</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-1,067	Grants and Subsidies	0	0	0
<b><u>Customer and Client Receipts</u></b>				
-179,698	Sales, Fees and Charges	-80,499	-180,279	-82,194
<b><u>Support Services</u></b>				
-54,461	Internal Recharges and Transfers-Revenue	-12,560	-52,920	-9,429
-112,873	Internal Recharges and Transfers-Capital	-83,573	-121,430	-83,573
<b><u>-348,099</u></b>	<b><u>Income</u></b>	<b><u>-176,632</u></b>	<b><u>-354,629</u></b>	<b><u>-175,196</u></b>



**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<u>496,537</u>	<u>NET EXPENDITURE</u>	<u>526,466</u>	<u>426,153</u>	<u>619,760</u>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CULTURAL AND RELATED SERVICES</u></b>			
	<b><u>PARKS AND OPEN SPACE MANAGEMENT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
237,978	Non-Teachers Pay	223,554	218,554	146,274
0	Employee Retirement Costs	146	146	146
101	Employee Insurance Costs	103	103	103
0	Internal Training Costs	200	200	200
4,466	Other Training Expenses	1,500	6,927	1,500
	<b><u>Premises Related Expenses</u></b>			
244	Repairs and Maintenance	58,793	50,613	60,263
1,154,643	Direct Service Charge-Ground Maintenance	971,594	935,048	939,274
70,555	Grounds Maintenance	105,745	70,672	105,745
3,107	Energy Costs	3,850	3,850	5,313
3,140	Rents & Rates	5,026	5,026	5,152
1,565	Water & Sewerage	3,420	3,420	3,506
2,505	Direct Service Charge-Cleaning	2,531	2,531	2,593
	<b><u>Transport Related Expenses</u></b>			
41	Direct Transport Costs	0	50	0
28,211	Direct Service Charge-Pooled Transport Costs	28,278	11,659	15,896
964	External Transport Hire & Contracts	31	31	31
6,614	Travel Expenses	6,345	6,345	6,345
	<b><u>Supplies and Services</u></b>			
62,760	Equipment	39,296	34,296	39,296
68,179	Materials	56,014	78,452	56,014
0	Catering Costs	15	15	15
50	Clothing,Uniforms and Laundry	819	819	819
182	Printing and Reprographics	1,000	665	1,000
31	Direct Service Charge - Graphic Design Costs	823	823	823
18	Stationery and Office Expenses	171	171	171
3,777	Telephones	6,040	6,040	6,040
6,604	Hardware, Software & Other Computing	4,908	14,094	4,993
12	Legal Fees	100	100	100
0	Medical Fees	20	20	20
0	Consultants	8,592	24,000	8,592
329	Other Professional Fees	350	350	350
14	Education,Leisure Activities & Entertainments	650	650	650
28,585	Direct Service Charge-Security	19,840	12,793	20,336
0	Subscriptions	1,704	1,704	1,704
62,109	Insurances	47,132	47,132	47,132
0	Licenses	280	280	280
1,219	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
25,834	Direct Service Charge-Civil Engineering	22,010	22,010	22,560
860	Direct Service Charge-Cleansing	869	869	891
3,450	3rd Party Payments to Private Contractors	3,037	3,037	4,626
	<b><u>Support Services</u></b>			
167,122	Internal Recharges and Transfers	146,512	135,633	206,666
185,965	Central Premises Recharges	208,246	207,917	252,975

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>Capital Charges and Financing Costs</u></b>			
153,411	Non-current Assets Depreciation & Amortisation	153,411	153,919	153,919
0	R C C O	0	21,000	78,000
-173,319	Impairment & Revaluation Losses	0	0	0
<u>2,111,325</u>	<u>Expenditure</u>	<u>2,132,955</u>	<u>2,081,964</u>	<u>2,200,313</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-24,925	Grants and Subsidies	0	-24,780	0
-16,948	Reimbursements and Contributions	0	-14,678	0
	<b><u>Customer and Client Receipts</u></b>			
9,175	Sales, Fees and Charges	-35,548	-35,859	-36,259
-2,436	Rents	-1,320	-2,801	-1,347
	<b><u>Support Services</u></b>			
-24,847	Internal Recharges and Transfers-Revenue	0	-25,408	0
<u>-59,980</u>	<u>Income</u>	<u>-36,868</u>	<u>-103,526</u>	<u>-37,606</u>
<u>2,051,345</u>	<u>NET EXPENDITURE</u>	<u>2,096,087</u>	<u>1,978,438</u>	<u>2,162,707</u>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CULTURAL AND RELATED SERVICES</u></b>			
	<b><u>RANGER SERVICE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
124,634	Non-Teachers Pay	30,467	30,467	39,212
	<b><u>Transport Related Expenses</u></b>			
1,941	Direct Service Charge-Pooled Transport Costs	0	15,920	12,566
8	Travel Expenses	0	0	0
	<b><u>Supplies and Services</u></b>			
0	Equipment	15,057	8,157	15,057
0	Materials	0	15	0
35	Clothing,Uniforms and Laundry	0	500	0
40	Printing and Reprographics	0	40	0
4,047	Telephones	0	4,100	0
1,212	Hardware, Software & Other Computing	0	685	0
143	Medical Fees	0	0	0
9	Education,Leisure Activities & Entertainments	0	0	0
502	Banking & Security Services	0	260	0
<u>132,573</u>	<u>Expenditure</u>	<u>45,524</u>	<u>60,144</u>	<u>66,835</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-200	Rents	0	-200	0
<u>-200</u>	<u>Income</u>	<u>0</u>	<u>-200</u>	<u>0</u>
<u>132,373</u>	<u>NET EXPENDITURE</u>	<u>45,524</u>	<u>59,944</u>	<u>66,835</u>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CULTURAL AND RELATED SERVICES</u></b>			
	<b><u>ALLOTMENTS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
13,606	Non-Teachers Pay	13,752	14,824	14,360
	<b><u>Premises Related Expenses</u></b>			
19,060	Repairs and Maintenance	6,909	3,684	7,082
24,369	Direct Service Charge-Ground Maintenance	28,728	30,028	28,368
10,135	Grounds Maintenance	6,527	6,527	6,527
712	Energy Costs	854	854	1,179
1,254	Rents & Rates	1,860	2,510	1,907
4,742	Water & Sewerage	9,462	9,462	9,699
	<b><u>Supplies and Services</u></b>			
377	Equipment	900	0	900
3	Materials	0	0	0
55	Subscriptions	0	0	0
	<b><u>Third Party Payments</u></b>			
0	Direct Service Charge-Civil Engineering	0	75	0
	<b><u>Support Services</u></b>			
14,703	Internal Recharges and Transfers	7,725	14,253	17,262
	<b><u>Capital Charges and Financing Costs</u></b>			
2,398	Non-current Assets Depreciation & Amortisation	2,398	2,398	2,398
<u>91,414</u>	<u>Expenditure</u>	<u>79,115</u>	<u>84,615</u>	<u>89,682</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-10,000	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-4,998	Sales, Fees and Charges	-19,689	-5,689	-20,083
-19,840	Rents	-20,913	-35,413	-21,331
<u>-34,837</u>	<u>Income</u>	<u>-40,602</u>	<u>-41,102</u>	<u>-41,414</u>
<u>56,577</u>	<u>NET EXPENDITURE</u>	<u>38,513</u>	<u>43,513</u>	<u>48,268</u>

**ENVIRONMENT AND TRANSPORT  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>MANAGEMENT AND SUPPORT SERVICES</u></b>				
<b><u>DIRECTORATE</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
552,365	Non-Teachers Pay	1,151,068	1,023,628	1,133,201
52,465	Employee Recruitment Costs	0	0	0
138,232	Employee Retirement Costs	0	0	0
167	Employee Insurance Costs	169	169	169
0	Internal Training Costs	198	198	198
554	Other Training Expenses	7,138	7,138	7,138
<b><u>Premises Related Expenses</u></b>				
95	Rents & Rates	0	0	0
<b><u>Transport Related Expenses</u></b>				
0	External Transport Hire & Contracts	375	375	375
96	Travel Expenses	2,329	2,329	2,329
<b><u>Supplies and Services</u></b>				
0	Equipment	579	0	435
0	Books, Publications & Literature	1,001	0	1,001
0	Catering Costs	477	477	489
145	Printing and Reprographics	2,651	148	1,988
0	Direct Service Charge - Graphic Design Costs	0	102	0
0	Stationery and Office Expenses	1,223	2	917
0	Postage	100	100	100
1,216	Telephones	1,035	2,444	777
7,529	Hardware, Software & Other Computing	7,289	8,696	4,571
0	Medical Fees	1,827	156	1,827
303,743	Other Professional Fees	0	41,677	0
0	Education,Leisure Activities & Entertainments	0	610	0
0	Premises & Room Hire	400	570	400
-80	Professional Meetings	100	0	100
7,498	Subscriptions	5,500	7,648	5,500
3,901	Insurances	4,448	4,448	4,448
0	Advertising, Promotion & Notices	2,619	0	2,619
0	Licenses	241	0	241
<b><u>Support Services</u></b>				
202,760	Internal Recharges and Transfers	84,179	174,031	174,771
38,831	Central Premises Recharges	6,068	6,068	6,644
<b><u>1,309,516</u></b>	<b><u>Expenditure</u></b>	<b><u>1,281,014</u></b>	<b><u>1,281,014</u></b>	<b><u>1,350,238</u></b>
<b><u>INCOME</u></b>				
<b><u>Support Services</u></b>				
-1,309,516	Internal Recharges and Transfers-Revenue	-1,281,014	-1,281,014	-1,350,238
<b><u>-1,309,516</u></b>	<b><u>Income</u></b>	<b><u>-1,281,014</u></b>	<b><u>-1,281,014</u></b>	<b><u>-1,350,238</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES</u></b>			
	<b><u>FINANCIAL SERVICES-ACCOUNTANCY &amp; BUS.SUPPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
309,496	Non-Teachers Pay	331,985	0	0
186	Employee Insurance Costs	188	0	0
0	Internal Training Costs	177	0	0
0	Other Training Expenses	1,856	0	0
	<b><u>Transport Related Expenses</u></b>			
12	Travel Expenses	168	0	0
	<b><u>Supplies and Services</u></b>			
0	Equipment	115	0	0
0	Books, Publications & Literature	149	0	0
31	Printing and Reprographics	665	0	0
25	Stationery and Office Expenses	107	0	0
84	Postage	129	0	0
44	Telephones	120	0	0
2,478	Hardware, Software & Other Computing	1,489	0	0
0	Banking & Security Services	251	0	0
1,897	Subscriptions	854	0	0
199	Insurances	227	0	0
	<b><u>Support Services</u></b>			
38,917	Internal Recharges and Transfers	41,468	396,128	410,396
15,925	Central Premises Recharges	16,180	0	0
<b><u>369,293</u></b>	<b><u>Expenditure</u></b>	<b><u>396,128</u></b>	<b><u>396,128</u></b>	<b><u>410,396</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-1	Sales, Fees and Charges	0	0	0
	<b><u>Support Services</u></b>			
-369,292	Internal Recharges and Transfers-Revenue	-396,128	-396,128	-410,396
<b><u>-369,293</u></b>	<b><u>Income</u></b>	<b><u>-396,128</u></b>	<b><u>-396,128</u></b>	<b><u>-410,396</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>DIRECT SERVICES</u></b>			
	<b><u>DIRECT SERVICES - CARETAKING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,133,739	Non-Teachers Pay	1,242,867	1,249,369	1,364,331
0	Agency Staff	0	2,461	0
10,060	Employee Insurance Costs	0	0	0
1,169	Other Training Expenses	4,580	4,580	4,580
	<b><u>Transport Related Expenses</u></b>			
6	Direct Transport Costs	0	0	0
8,187	Direct Service Charge-Pooled Transport Costs	9,382	3,289	3,494
11,950	Travel Expenses	9,891	9,891	9,891
	<b><u>Supplies and Services</u></b>			
9,988	Equipment	12,713	12,713	12,713
16,006	Materials	15,074	15,252	15,496
642	Clothing,Uniforms and Laundry	4,253	1,596	4,253
2,089	Printing and Reprographics	431	231	431
315	Direct Service Charge - Graphic Design Costs	0	0	0
0	Stationery and Office Expenses	125	0	125
2,533	Telephones	393	2,618	393
3,065	Hardware, Software & Other Computing	268	1,829	268
350	Legal Fees	0	0	0
141	Medical Fees	0	350	0
40	Other Professional Fees	1,154	0	1,154
1,522	Insurances	1,735	1,735	1,735
	<b><u>Support Services</u></b>			
102,194	Internal Recharges and Transfers	118,604	118,604	119,057
21,083	Central Premises Recharges	21,294	21,294	21,826
<b><u>1,325,078 Expenditure</u></b>		<b><u>1,442,764</u></b>	<b><u>1,445,812</u></b>	<b><u>1,559,747</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-1,169	Grants and Subsidies	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-20	Sales, Fees and Charges	-3,060	-12,201	-25,161
	<b><u>Support Services</u></b>			
-1,468,432	Internal Recharges and Transfers-Revenue	-1,481,466	-1,481,466	-1,534,586
<b><u>-1,469,621 Income</u></b>		<b><u>-1,484,526</u></b>	<b><u>-1,493,667</u></b>	<b><u>-1,559,747</u></b>
<b><u>-144,543 NET EXPENDITURE</u></b>		<b><u>-41,762</u></b>	<b><u>-47,855</u></b>	<b><u>0</u></b>



**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>DIRECT SERVICES</u></b>			
	<b><u>DIRECT SERVICES - CATERING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
3,059,620	Non-Teachers Pay	3,342,997	3,342,462	3,355,475
0	Agency Staff	0	2,757	0
0	Employee Recruitment Costs	1,200	817	1,200
183	Employee Retirement Costs	600	1,051	600
2,354	Employee Insurance Costs	0	0	0
0	Internal Training Costs	683	615	683
815	Other Training Expenses	2,150	2,150	2,150
	<b><u>Premises Related Expenses</u></b>			
16	Repairs and Maintenance	471	471	483
24,987	Direct Service Charge-Cleaning	25,237	25,237	25,868
	<b><u>Transport Related Expenses</u></b>			
35	Direct Transport Costs	0	0	0
28,509	Direct Service Charge-Pooled Transport Costs	30,025	7,439	7,922
0	External Transport Hire & Contracts	1,592	1,592	1,592
3,684	Travel Expenses	4,209	4,209	4,209
	<b><u>Supplies and Services</u></b>			
42,931	Equipment	79,327	81,290	79,327
66,671	Materials	19,342	70,466	19,342
942,156	Catering Costs	1,807,059	1,753,563	1,897,412
3,524	Clothing,Uniforms and Laundry	5,592	5,612	5,592
1,265	Printing and Reprographics	2,642	1,164	2,642
959	Direct Service Charge - Graphic Design Costs	1,281	1,877	1,281
1,218	Stationery and Office Expenses	1,482	1,009	1,482
0	Postage	176	191	176
7,410	Telephones	6,213	7,128	6,213
72,780	Hardware, Software & Other Computing	23,723	22,808	23,779
1,228	Medical Fees	0	2,131	0
826	Other Professional Fees	2,467	2,582	2,467
0	Exam & Course Fees (incl. students & clients)	1,838	1,460	1,838
6,091	Banking & Security Services	11,951	11,951	11,951
0	Premises & Room Hire	298	159	298
0	Professional Meetings	33	33	33
1,842	Subscriptions	1,586	1,868	1,586
2,570	Insurances	2,930	2,930	2,930
0	Advertising, Promotion & Notices	1,180	898	1,180
	<b><u>Third Party Payments</u></b>			
22,179	Direct Service Charge-Cleansing	22,394	22,394	22,954
	<b><u>Support Services</u></b>			
442,906	Internal Recharges and Transfers	592,870	591,013	466,342
16,346	Central Premises Recharges	16,510	16,510	16,922
<b><u>4,753,105</u></b>	<b><u>Expenditure</u></b>	<b><u>6,010,058</u></b>	<b><u>5,987,837</u></b>	<b><u>5,965,929</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-815	Grants and Subsidies	0	0	0

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>Customer and Client Receipts</u></b>			
-661,436	Sales, Fees and Charges	-1,606,268	-1,608,490	-1,638,393
	<b><u>Support Services</u></b>			
-4,296,385	Internal Recharges and Transfers-Revenue	-4,296,808	-4,296,808	-4,382,744
<b><u>-4,958,636</u></b>	<b><u>Income</u></b>	<b><u>-5,903,076</u></b>	<b><u>-5,905,298</u></b>	<b><u>-6,021,137</u></b>
<b><u>-205,531</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>106,982</u></b>	<b><u>82,539</u></b>	<b><u>-55,208</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>DIRECT SERVICES</u></b>			
	<b><u>DIRECT SERVICES - CLEANING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,918,648	Non-Teachers Pay	1,904,423	1,884,405	2,022,466
23,738	Agency Staff	0	32,566	0
0	Employee Recruitment Costs	112	112	112
10,733	Employee Retirement Costs	0	0	0
10,060	Employee Insurance Costs	23,069	23,069	23,069
0	Internal Training Costs	693	693	693
3,032	Other Training Expenses	2,332	2,332	2,332
	<b><u>Transport Related Expenses</u></b>			
6,081	Direct Service Charge-Pooled Transport Costs	6,602	7,244	7,772
5,656	Travel Expenses	8,184	8,184	8,184
	<b><u>Supplies and Services</u></b>			
9,488	Equipment	10,464	30,464	10,464
23,607	Materials	22,474	22,664	22,750
2,044	Clothing,Uniforms and Laundry	1,573	1,573	1,573
0	Printing and Reprographics	462	292	462
23	Direct Service Charge - Graphic Design Costs	0	0	0
0	Stationery and Office Expenses	1,000	419	1,000
463	Telephones	1,646	712	1,646
1,533	Hardware, Software & Other Computing	500	65	500
1,249	Medical Fees	0	1,208	0
1,080	Other Professional Fees	1,000	2,081	1,000
1,051	Subscriptions	708	539	708
1,394	Insurances	1,589	1,589	1,589
	<b><u>Support Services</u></b>			
181,432	Internal Recharges and Transfers	175,508	174,866	106,540
14,528	Central Premises Recharges	14,673	14,673	15,040
<b><u>2,215,838</u></b>	<b><u>Expenditure</u></b>	<b><u>2,177,012</u></b>	<b><u>2,209,750</u></b>	<b><u>2,227,900</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-3,032	Grants and Subsidies	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-350,132	Sales, Fees and Charges	-197,653	-207,779	-204,714
	<b><u>Support Services</u></b>			
-1,995,190	Internal Recharges and Transfers-Revenue	-1,979,359	-2,001,971	-2,023,186
<b><u>-2,348,353</u></b>	<b><u>Income</u></b>	<b><u>-2,177,012</u></b>	<b><u>-2,209,750</u></b>	<b><u>-2,227,900</u></b>
<b><u>-132,516</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>DIRECT SERVICES</u></b>			
	<b><u>DIRECT SERVICES - DEPOT MANAGEMENT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
53,428	Non-Teachers Pay	45,662	45,662	72,273
0	Internal Training Costs	63	63	63
0	Other Training Expenses	990	990	990
	<b><u>Premises Related Expenses</u></b>			
186	Repairs and Maintenance	0	0	0
5,402	Direct Service Charge-Ground Maintenance	0	0	0
117	Rents & Rates	67	67	69
8,103	Direct Service Charge-Cleaning	8,184	8,184	8,389
	<b><u>Transport Related Expenses</u></b>			
18	Direct Transport Costs	0	0	0
84,724	Direct Service Charge-Pooled Transport Costs	83,945	71,749	77,082
4	Travel Expenses	0	0	0
	<b><u>Supplies and Services</u></b>			
6,470	Equipment	6,706	6,706	6,706
1,231	Materials	7,309	7,309	7,309
903	Catering Costs	300	300	308
55	Clothing,Uniforms and Laundry	0	0	0
125	Printing and Reprographics	672	672	672
41	Direct Service Charge - Graphic Design Costs	0	0	0
64	Stationery and Office Expenses	800	800	800
35,290	Postage	11,281	11,281	11,281
230	Telephones	603	603	603
4,155	Hardware, Software & Other Computing	608	608	608
0	Exam & Course Fees (incl. students & clients)	1,250	1,250	1,250
220,248	Direct Service Charge-Security	191,977	191,977	241,588
14,261	Insurances	901	901	901
4,600	Licenses	6,555	6,555	6,555
	<b><u>Third Party Payments</u></b>			
5,271	Direct Service Charge-Civil Engineering	0	0	0
0	3rd Party Payments to Private Contractors	-31,030	-31,030	-31,006
	<b><u>Support Services</u></b>			
26,605	Internal Recharges and Transfers	31,991	31,991	26,210
443,249	Central Premises Recharges	419,470	419,470	456,424
	<b><u>Capital Charges and Financing Costs</u></b>			
37,463	Non-current Assets Depreciation & Amortisation	37,463	37,463	37,463
<b><u>952,244</u></b>	<b><u>Expenditure</u></b>	<b><u>825,767</u></b>	<b><u>813,571</u></b>	<b><u>926,538</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-1,966	Sales, Fees and Charges	-5,568	-5,568	-5,679
	<b><u>Support Services</u></b>			
-950,278	Internal Recharges and Transfers-Revenue	-852,199	-840,003	-920,859
<b><u>-952,244</u></b>	<b><u>Income</u></b>	<b><u>-857,767</u></b>	<b><u>-845,571</u></b>	<b><u>-926,538</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>-32,000</u></b>	<b><u>-32,000</u></b>	<b><u>0</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>DIRECT SERVICES</u></b>			
	<b><u>DIRECT SERVICES - GROUNDS MAINTENANCE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,362,043	Non-Teachers Pay	1,522,123	1,321,408	1,602,136
133,086	Agency Staff	0	200,000	0
0	Employee Recruitment Costs	0	715	0
530	Employee Retirement Costs	0	230	0
5,284	Employee Insurance Costs	5,080	5,080	5,080
0	Internal Training Costs	1,500	1,500	1,500
16,164	Other Training Expenses	15,638	15,408	15,638
	<b><u>Transport Related Expenses</u></b>			
16,881	Direct Transport Costs	34,216	27,216	35,691
453,307	Direct Service Charge-Pooled Transport Costs	454,043	401,966	410,805
28,283	External Transport Hire & Contracts	21,647	11,647	21,647
2,141	Travel Expenses	2,318	2,318	2,318
	<b><u>Supplies and Services</u></b>			
29,987	Equipment	33,551	39,851	33,551
0	Furniture	0	100	0
0	Books, Publications & Literature	0	233	0
146,623	Materials	139,639	154,639	139,639
8	Catering Costs	0	0	0
15,935	Clothing,Uniforms and Laundry	16,812	16,479	16,812
992	Printing and Reprographics	1,100	1,100	1,100
434	Direct Service Charge - Graphic Design Costs	0	0	0
587	Stationery and Office Expenses	1,101	1,001	1,101
3,025	Telephones	1,624	2,624	1,624
5,803	Hardware, Software & Other Computing	3,969	3,969	4,021
9	Legal Fees	0	0	0
67	Medical Fees	527	827	527
737	Direct Service Charge-Security	744	744	763
752	Subscriptions	1,947	1,947	1,947
14,728	Insurances	16,793	16,793	16,793
	<b><u>Third Party Payments</u></b>			
1,195	Direct Service Charge-Civil Engineering	0	0	0
0	Direct Service Charge-Cleansing	0	200	0
27,585	3rd Party Payments to Private Contractors	25,806	25,606	26,227
	<b><u>Support Services</u></b>			
231,578	Internal Recharges and Transfers	286,540	286,540	240,115
112,087	Central Premises Recharges	113,208	113,208	116,038
	<b><u>Capital Charges and Financing Costs</u></b>			
107,553	Non-current Assets Depreciation & Amortisation	107,553	80,424	80,424
30,534	R C C O	0	0	0
<b><u>2,747,937</u></b>	<b><u>Expenditure</u></b>	<b><u>2,807,479</u></b>	<b><u>2,733,773</u></b>	<b><u>2,775,497</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-5,453	Grants and Subsidies	0	0	0
-4,843	Reimbursements and Contributions	0	0	0

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>Customer and Client Receipts</u></b>			
-141,425	Sales, Fees and Charges	-447,448	-314,948	-455,419
	<b><u>Support Services</u></b>			
-2,547,584	Internal Recharges and Transfers-Revenue	-2,228,434	-2,262,228	-2,188,481
-48,631	Internal Recharges and Transfers-Capital	-131,597	-156,597	-131,597
<u>-2,747,937</u>	<b><u>Income</u></b>	<u>-2,807,479</u>	<u>-2,733,773</u>	<u>-2,775,497</u>
<u>0</u>	<b><u>NET EXPENDITURE</u></b>	<u>0</u>	<u>0</u>	<u>0</u>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>DIRECT SERVICES</u></b>			
	<b><u>DIRECT SERVICES - SECURITY</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
1,376,518	Non-Teachers Pay	1,233,153	1,233,153	861,538
0	Employee Recruitment Costs	480	480	0
105	Employee Retirement Costs	0	0	0
1,600	Other Training Expenses	1,000	1,000	1,000
	<b><u>Transport Related Expenses</u></b>			
15	Direct Transport Costs	0	0	0
38,139	Direct Service Charge-Pooled Transport Costs	44,494	34,948	24,703
1,163	Travel Expenses	956	956	936
	<b><u>Supplies and Services</u></b>			
2,946	Equipment	12,457	6,133	8,449
537	Materials	0	0	0
434	Clothing,Uniforms and Laundry	3,320	3,320	954
617	Printing and Reprographics	3,432	3,432	432
87	Direct Service Charge - Graphic Design Costs	123	123	0
141	Stationery and Office Expenses	855	855	30
508	Postage	380	380	0
4,112	Telephones	3,224	3,224	1,172
59,973	Hardware, Software & Other Computing	36,713	42,594	6,916
377	Medical Fees	100	543	100
19,200	Other Professional Fees	400	400	100
1,776	Direct Service Charge-Security	1,794	1,794	0
1,275	Subscriptions	0	0	0
817	Insurances	932	932	932
0	Licenses	147	147	0
4,354	Provision for bad/doubtful debt	0	0	0
	<b><u>Support Services</u></b>			
30,875	Internal Recharges and Transfers	61,408	63,907	20,961
16,426	Central Premises Recharges	16,590	16,590	17,005
	<b><u>Capital Charges and Financing Costs</u></b>			
11,823	Non-current Assets Depreciation & Amortisation	11,960	11,960	0
<b><u>1,573,819</u></b>	<b><u>Expenditure</u></b>	<b><u>1,433,918</u></b>	<b><u>1,426,871</u></b>	<b><u>945,228</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-1,600	Grants and Subsidies	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-720,942	Sales, Fees and Charges	-773,520	-773,520	-17,991
	<b><u>Support Services</u></b>			
-851,277	Internal Recharges and Transfers-Revenue	-660,398	-653,351	-927,237
<b><u>-1,573,819</u></b>	<b><u>Income</u></b>	<b><u>-1,433,918</u></b>	<b><u>-1,426,871</u></b>	<b><u>-945,228</u></b>
<b><u>-0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>DIRECT SERVICES</u></b>			
	<b><u>DIRECT SERVICES - TRANSPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
790,384	Non-Teachers Pay	911,860	886,789	983,083
28,031	Agency Staff	0	25,071	0
125	Employee Retirement Costs	0	228	0
757	Employee Insurance Costs	766	766	766
0	Internal Training Costs	595	367	595
24,394	Other Training Expenses	9,045	9,045	9,045
	<b><u>Premises Related Expenses</u></b>			
86	Direct Service Charge-Ground Maintenance	0	0	0
	<b><u>Transport Related Expenses</u></b>			
1,441,368	Direct Transport Costs	1,308,334	1,308,334	1,458,982
3,487	Direct Service Charge-Pooled Transport Costs	3,717	3,717	3,810
156,325	External Transport Hire & Contracts	50,307	50,307	50,307
11	Travel Expenses	39	39	39
145,336	General Transport Insurance	145,336	145,336	145,336
	<b><u>Supplies and Services</u></b>			
5,434	Equipment	16,568	13,962	16,568
-34	Materials	0	0	0
4,105	Catering Costs	1,358	3,358	1,392
5,840	Clothing,Uniforms and Laundry	5,308	6,784	5,308
2,028	Printing and Reprographics	1,638	768	1,638
277	Direct Service Charge - Graphic Design Costs	159	190	159
84	Stationery and Office Expenses	897	511	897
0	Postage	0	5	0
892	Telephones	1,335	1,335	1,335
12,082	Hardware, Software & Other Computing	1,124	2,682	1,127
0	Legal Fees	0	350	0
328	Medical Fees	500	500	500
0	Other Professional Fees	1,237	1,237	1,237
0	Professional Meetings	530	530	530
0	Subscriptions	1,641	83	1,641
2,604	Insurances	2,969	2,969	2,969
	<b><u>Third Party Payments</u></b>			
0	Direct Service Charge-Civil Engineering	362	362	371
15	Direct Service Charge-Cleansing	0	0	0
	<b><u>Support Services</u></b>			
177,012	Internal Recharges and Transfers	239,784	239,784	151,581
295,903	Central Premises Recharges	243,223	243,223	249,304
	<b><u>Capital Charges and Financing Costs</u></b>			
758,016	Non-current Assets Depreciation & Amortisation	758,016	820,703	820,703
24,020	R C C O	0	0	0
<b>3,878,910</b>	<b>Expenditure</b>	<b>3,706,648</b>	<b>3,769,335</b>	<b>3,909,223</b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-17,826	Grants and Subsidies	0	0	0



**ENVIRONMENT AND TRANSPORT**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
0	Reimbursements and Contributions	-294	0	0
	<b><u>Customer and Client Receipts</u></b>			
-128,710	Sales, Fees and Charges	-145,798	-145,798	-107,915
	<b><u>Support Services</u></b>			
-3,732,374	Internal Recharges and Transfers-Revenue	-3,560,556	-3,623,537	-3,801,308
<b><u>-3,878,910</u></b>	<b><u>Income</u></b>	<b><u>-3,706,648</u></b>	<b><u>-3,769,335</u></b>	<b><u>-3,909,223</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

# **Regeneration and Planning**

**REGENERATION AND PLANNING**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b>PLANNING AND DEVELOPMENT SERVICES</b>			
277,815	BUILDING CONTROL	277,451	237,692	333,208
516,003	DEVELOPMENT CONTROL	315,537	379,845	500,782
485,411	PLANNING POLICY	643,255	873,058	481,326
760,070	ECONOMIC DEVELOPMENT	967,320	740,925	778,085
534,453	MARKET UNDERTAKINGS	289,566	285,091	480,883
4,123,218	PREMISES DEVELOPMENT	-320,122	-277,277	484,587
<u>6,696,969</u>		<u>2,173,007</u>	<u>2,239,334</u>	<u>3,058,871</u>
	<b>HIGHWAYS AND TRANSPORT SERVICES</b>			
630,648	TRANSPORT PLANNING POLICY AND STRATEGY	261,993	306,666	424,129
<u>630,648</u>		<u>261,993</u>	<u>306,666</u>	<u>424,129</u>
	<b>MANAGEMENT AND SUPPORT SERVICES</b>			
0	MANAGEMENT	0	0	0
0	PROPERTY SERVICES	0	0	0
0	BUILDING SUPPORT	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>MANAGEMENT AND SUPPORT SERVICES</b>			
0	ASSET MANAGEMENT AND BUILDING DESIGN	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
<u>7,327,617</u>	<b>Net Expenditure</b>	<u>2,435,000</u>	<u>2,546,000</u>	<u>3,483,000</u>

**REGENERATION AND PLANNING  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b>EXPENDITURE</b>			
	<b>Employees</b>			
3,225,586	Non-Teachers Pay	3,417,593	3,208,542	4,354,817
169,407	Agency Staff	84,035	668,978	306,136
6,730	Employee Recruitment Costs	3,339	5,739	3,339
163	Employee Retirement Costs	0	0	0
4,046	Employee Insurance Costs	2,343	2,343	2,343
0	Internal Training Costs	3,180	3,180	3,180
7,781	Other Training Expenses	4,685	7,885	4,685
	<b>Premises Related Expenses</b>			
1,282,096	Repairs and Maintenance	1,383,893	1,369,693	1,532,141
154,820	Direct Service Charge-Ground Maintenance	135,313	138,679	138,696
5,086	Grounds Maintenance	0	7,200	0
981,011	Energy Costs	1,260,963	1,281,375	1,855,868
3,469,067	Rents & Rates	3,595,244	3,399,659	3,725,217
232,019	Water & Sewerage	345,710	343,710	360,818
51	Fixtures & Fittings	1,977	1,977	1,977
294,065	Cleaning & Domestic Services	335,956	335,956	369,230
314,451	Direct Service Charge-Cleaning	315,734	318,669	316,192
26,421	Direct Service Charge-Caretaking	26,272	26,272	26,929
172,189	Premises Insurance	143,666	153,768	145,721
	<b>Transport Related Expenses</b>			
0	Direct Service Charge-Pooled Transport Costs	8,001	5,329	5,462
24,386	Travel Expenses	28,878	28,878	28,878
	<b>Supplies and Services</b>			
38,520	Equipment	26,264	33,262	26,090
0	Furniture	0	1,350	0
6,667	Books, Publications & Literature	10,133	44,133	10,133
6,693	Materials	12,972	39,922	12,972
0	Catering Costs	1,344	1,344	1,344
6,148	Clothing,Uniforms and Laundry	4,990	6,190	4,990
1,098	Printing and Reprographics	9,476	8,751	7,851
1,664	Direct Service Charge - Graphic Design Costs	0	1,900	0
4,309	Stationery and Office Expenses	10,356	10,356	9,974
5,241	Postage	5,239	5,239	5,239
32,253	Telephones	17,677	22,327	17,677
172,905	Hardware, Software & Other Computing	137,759	145,327	141,301
175,765	Legal Fees	51,434	96,630	47,854
233	Medical Fees	50	75	50
36,000	Consultants	67,224	370,036	22,000
2,679,683	Other Professional Fees	1,403,875	5,536,270	745,279
1,002	Exam & Course Fees (incl. students & clients)	316	316	316
0	Education,Leisure Activities & Entertainments	0	150,000	0
461,169	Banking & Security Services	340,500	419,474	371,564
48,627	Direct Service Charge-Security	49,111	49,111	50,336
0	Premises & Room Hire	0	500	0
250	Professional Meetings	780	780	780
3,860,724	Grants to Third Parties	0	500,000	0

**REGENERATION AND PLANNING  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
15,564	Subscriptions	5,482	16,799	16,799
41,117	Insurances	38,730	38,730	38,863
205,119	Advertising, Promotion & Notices	176,455	294,960	176,455
5,387	Licenses	2,450	2,450	350
610,050	Provision for bad/doubtful debt	140,000	140,000	140,000
	<b><u>Third Party Payments</u></b>			
78,329	3rd Party Payments to Other Local Authorities	78,999	78,999	78,999
21,862	Direct Service Charge-Civil Engineering	19,121	19,121	19,599
21,669	Direct Service Charge-Cleansing	24,568	29,124	30,408
322,187	3rd Party Payments to Private Contractors	320,758	306,702	280,008
	<b><u>Transfer Payments</u></b>			
	<b><u>Support Services</u></b>			
1,847,916	Internal Recharges and Transfers	1,865,401	1,808,264	2,441,479
492,762	Central Premises Recharges	461,639	366,745	505,362
	<b><u>Capital Charges and Financing Costs</u></b>			
290,152	Non-current Assets Depreciation & Amortisation	290,153	242,480	242,480
125,758	R C C O	350,000	240,000	0
3,798,328	Impairment & Revaluation Losses	0	0	0
<b><u>25,784,526</u></b>	<b><u>Expenditure</u></b>	<b><u>17,020,038</u></b>	<b><u>22,335,499</u></b>	<b><u>18,628,181</u></b>
	<b>INCOME</b>			
	<b><u>External Grants and Reimbursements</u></b>			
-2,812,384	Grants and Subsidies	0	-344,831	0
-1,912,774	Reimbursements and Contributions	-199,250	-5,293,452	-21,250
	<b><u>Customer and Client Receipts</u></b>			
-1,270,885	Sales, Fees and Charges	-1,410,883	-1,423,802	-1,437,494
-4,737,677	Rents	-5,407,553	-5,254,956	-5,115,387
	<b><u>Other Income</u></b>			
	<b><u>Support Services</u></b>			
-6,848,061	Internal Recharges and Transfers-Revenue	-6,940,643	-6,845,749	-7,944,341
-875,128	Internal Recharges and Transfers-Capital	-626,709	-626,709	-626,709
<b><u>-18,456,909</u></b>	<b><u>Income</u></b>	<b><u>-14,585,038</u></b>	<b><u>-19,789,499</u></b>	<b><u>-15,145,181</u></b>
<b><u>7,327,617</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>2,435,000</u></b>	<b><u>2,546,000</u></b>	<b><u>3,483,000</u></b>

**REGENERATION AND PLANNING  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PLANNING AND DEVELOPMENT SERVICES</u></b>			
	<b><u>BUILDING CONTROL</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
372,124	Non-Teachers Pay	363,182	363,182	390,262
492	Employee Insurance Costs	95	95	95
0	Internal Training Costs	40	40	40
0	Other Training Expenses	1,728	1,728	1,728
	<b><u>Transport Related Expenses</u></b>			
12,299	Travel Expenses	12,151	12,151	12,151
	<b><u>Supplies and Services</u></b>			
0	Equipment	667	577	667
0	Books, Publications & Literature	1,865	1,865	1,865
0	Clothing,Uniforms and Laundry	50	50	50
72	Printing and Reprographics	809	809	809
0	Stationery and Office Expenses	304	304	304
46	Postage	1,000	1,000	1,000
790	Telephones	586	586	586
23,072	Hardware, Software & Other Computing	20,909	20,909	21,424
84	Legal Fees	580	580	580
0	Consultants	5,224	0	0
16,950	Other Professional Fees	18,515	23,739	23,739
2,462	Subscriptions	0	0	0
2,405	Insurances	2,405	2,405	2,405
878	Provision for bad/doubtful debt	0	0	0
	<b><u>Support Services</u></b>			
127,635	Internal Recharges and Transfers	170,804	139,704	202,924
11,432	Central Premises Recharges	28,870	20,301	31,610
<b><u>570,740</u></b>	<b><u>Expenditure</u></b>	<b><u>629,784</u></b>	<b><u>590,025</u></b>	<b><u>692,239</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-275,476	Sales, Fees and Charges	-334,884	-334,884	-341,582
	<b><u>Support Services</u></b>			
-17,449	Internal Recharges and Transfers-Revenue	-17,449	-17,449	-17,449
<b><u>-292,925</u></b>	<b><u>Income</u></b>	<b><u>-352,333</u></b>	<b><u>-352,333</u></b>	<b><u>-359,031</u></b>
<b><u>277,815</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>277,451</u></b>	<b><u>237,692</u></b>	<b><u>333,208</u></b>

**REGENERATION AND PLANNING  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>PLANNING AND DEVELOPMENT SERVICES</u></b>				
<b><u>DEVELOPMENT CONTROL</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
768,549	Non-Teachers Pay	773,168	746,089	825,037
2,267	Employee Recruitment Costs	0	0	0
943	Employee Insurance Costs	182	182	182
0	Internal Training Costs	400	400	400
2,172	Other Training Expenses	269	269	269
<b><u>Transport Related Expenses</u></b>				
2,434	Travel Expenses	2,071	2,071	2,071
<b><u>Supplies and Services</u></b>				
0	Equipment	764	764	590
2,890	Books, Publications & Literature	5,077	5,077	5,077
0	Catering Costs	108	108	108
51	Clothing,Uniforms and Laundry	0	0	0
31	Printing and Reprographics	0	0	0
3,224	Stationery and Office Expenses	890	890	890
5,036	Postage	3,505	3,505	3,505
257	Telephones	1,237	1,237	1,237
45,931	Hardware, Software & Other Computing	45,799	41,083	43,235
4,949	Legal Fees	500	500	500
0	Consultants	22,000	40,536	22,000
245,718	Other Professional Fees	4,116	129,021	4,116
250	Professional Meetings	0	0	0
1,067	Subscriptions	0	3,440	3,440
7,632	Insurances	3,316	3,316	3,316
11,727	Advertising, Promotion & Notices	6,728	6,728	6,728
6,149	Provision for bad/doubtful debt	0	0	0
<b><u>Third Party Payments</u></b>				
0	3rd Party Payments to Private Contractors	0	1,276	0
<b><u>Support Services</u></b>				
278,454	Internal Recharges and Transfers	307,804	295,737	453,555
29,529	Central Premises Recharges	55,678	50,053	60,962
<b><u>1,419,259</u></b>	<b><u>Expenditure</u></b>	<b><u>1,233,612</u></b>	<b><u>1,332,282</u></b>	<b><u>1,437,218</u></b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-26,699	Grants and Subsidies	0	-34,362	0
<b><u>Customer and Client Receipts</u></b>				
-874,725	Sales, Fees and Charges	-918,075	-918,075	-936,436
<b><u>Support Services</u></b>				
-234	Internal Recharges and Transfers-Revenue	0	0	0
-1,598	Internal Recharges and Transfers-Capital	0	0	0
<b><u>-903,256</u></b>	<b><u>Income</u></b>	<b><u>-918,075</u></b>	<b><u>-952,437</u></b>	<b><u>-936,436</u></b>
<b><u>516,003</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>315,537</u></b>	<b><u>379,845</u></b>	<b><u>500,782</u></b>

**REGENERATION AND PLANNING  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PLANNING AND DEVELOPMENT SERVICES</u></b>			
	<b><u>PLANNING POLICY</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
187,609	Non-Teachers Pay	255,048	255,048	272,960
5,743	Agency Staff	0	0	0
3,706	Employee Recruitment Costs	3,339	3,339	3,339
435	Employee Insurance Costs	84	84	84
0	Internal Training Costs	280	280	280
1,796	Other Training Expenses	2,168	2,168	2,168
	<b><u>Premises Related Expenses</u></b>			
51	Fixtures & Fittings	0	0	0
	<b><u>Transport Related Expenses</u></b>			
315	Travel Expenses	865	865	865
	<b><u>Supplies and Services</u></b>			
0	Equipment	911	911	911
0	Catering Costs	44	44	44
0	Clothing,Uniforms and Laundry	300	300	300
662	Printing and Reprographics	2,951	2,951	2,951
-13	Stationery and Office Expenses	200	200	200
160	Postage	234	234	234
145	Telephones	347	347	347
33,476	Hardware, Software & Other Computing	20,940	22,940	23,509
183	Legal Fees	2,200	2,200	2,200
25,399	Other Professional Fees	231,112	367,112	75,112
2,414	Subscriptions	449	449	449
3,193	Insurances	3,193	3,193	3,193
2,588	Advertising, Promotion & Notices	2,500	2,500	2,500
	<b><u>Third Party Payments</u></b>			
78,329	3rd Party Payments to Other Local Authorities	78,999	78,999	78,999
	<b><u>Support Services</u></b>			
115,036	Internal Recharges and Transfers	126,780	124,208	174,391
24,184	Central Premises Recharges	10,311	4,686	11,290
	<b><u>Capital Charges and Financing Costs</u></b>			
0	R C C O	0	100,000	0
<b>485,411</b>	<b>Expenditure</b>	<b>743,255</b>	<b>973,058</b>	<b>656,326</b>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
0	Internal Recharges and Transfers-Revenue	-100,000	-100,000	-175,000
<b>0</b>	<b>Income</b>	<b>-100,000</b>	<b>-100,000</b>	<b>-175,000</b>
<b>485,411</b>	<b>NET EXPENDITURE</b>	<b>643,255</b>	<b>873,058</b>	<b>481,326</b>



**REGENERATION AND PLANNING  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PLANNING AND DEVELOPMENT SERVICES</u></b>			
	<b><u>ECONOMIC DEVELOPMENT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
150,151	Non-Teachers Pay	61,906	33,815	824,028
0	Agency Staff	0	289,062	0
0	Employee Recruitment Costs	0	2,400	0
142	Employee Insurance Costs	27	27	27
0	Internal Training Costs	80	80	80
0	Other Training Expenses	0	3,200	0
	<b><u>Premises Related Expenses</u></b>			
0	Repairs and Maintenance	0	5,000	0
0	Direct Service Charge-Ground Maintenance	0	1,866	0
0	Energy Costs	0	800	0
0	Rents & Rates	0	6,000	0
0	Direct Service Charge-Cleaning	0	2,935	0
	<b><u>Transport Related Expenses</u></b>			
444	Travel Expenses	667	667	667
	<b><u>Supplies and Services</u></b>			
0	Equipment	78	3,378	78
0	Furniture	0	1,350	0
0	Books, Publications & Literature	66	34,066	66
0	Materials	0	25,450	0
0	Catering Costs	92	92	92
0	Clothing,Uniforms and Laundry	0	1,200	0
10	Printing and Reprographics	60	960	60
1,592	Direct Service Charge - Graphic Design Costs	0	1,900	0
0	Stationery and Office Expenses	50	50	50
110	Telephones	128	778	128
1,212	Hardware, Software & Other Computing	0	10,284	0
113,250	Legal Fees	0	52,750	0
0	Medical Fees	0	25	0
36,000	Consultants	0	45,500	0
892,367	Other Professional Fees	507,000	2,609,918	0
190	Exam & Course Fees (incl. students & clients)	316	316	316
0	Education,Leisure Activities & Entertainments	0	150,000	0
0	Banking & Security Services	0	75,000	0
0	Premises & Room Hire	0	500	0
0	Professional Meetings	780	780	780
3,860,724	Grants to Third Parties	0	500,000	0
5,500	Subscriptions	3,983	3,983	3,983
861	Insurances	861	861	861
15,115	Advertising, Promotion & Notices	0	118,505	0
	<b><u>Third Party Payments</u></b>			
73,250	3rd Party Payments to Private Contractors	40,000	44,000	0
	<b><u>Support Services</u></b>			
57,926	Internal Recharges and Transfers	62,102	62,432	82,354
8,828	Central Premises Recharges	4,124	-1,501	4,515

**REGENERATION AND PLANNING  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>	<b><u>Capital Charges and Financing Costs</u></b>	<b>£</b>	<b>£</b>	<b>£</b>
0	R C C O	350,000	100,000	0
<u>5,217,672</u>	<u>Expenditure</u>	<u>1,032,320</u>	<u>4,188,429</u>	<u>918,085</u>
<b>INCOME</b>				
<b><u>External Grants and Reimbursements</u></b>				
-2,782,533	Grants and Subsidies	0	-310,469	0
-1,675,070	Reimbursements and Contributions	-15,000	-3,077,164	-15,000
<b><u>Customer and Client Receipts</u></b>				
0	Sales, Fees and Charges	0	-9,871	0
<b><u>Support Services</u></b>				
0	Internal Recharges and Transfers-Revenue	-50,000	-50,000	-125,000
<u>-4,457,602</u>	<u>Income</u>	<u>-65,000</u>	<u>-3,447,504</u>	<u>-140,000</u>
<u>760,070</u>	<u>NET EXPENDITURE</u>	<u>967,320</u>	<u>740,925</u>	<u>778,085</u>

**REGENERATION AND PLANNING  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PLANNING AND DEVELOPMENT SERVICES</u></b>			
	<b><u>MARKET UNDERTAKINGS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
187,253	Non-Teachers Pay	160,555	160,555	170,148
175	Employee Insurance Costs	34	34	34
0	Internal Training Costs	180	180	180
0	Other Training Expenses	120	120	120
	<b><u>Premises Related Expenses</u></b>			
39,605	Repairs and Maintenance	42,224	42,224	43,280
352	Direct Service Charge-Ground Maintenance	356	356	365
89,146	Energy Costs	80,266	83,208	120,305
133,071	Rents & Rates	187,108	184,166	186,549
13,714	Water & Sewerage	14,909	14,909	15,282
60,100	Direct Service Charge-Cleaning	60,701	60,701	54,557
6,867	Direct Service Charge-Caretaking	6,926	6,926	7,099
	<b><u>Transport Related Expenses</u></b>			
0	Direct Service Charge-Pooled Transport Costs	8,001	5,329	5,462
	<b><u>Supplies and Services</u></b>			
1,177	Equipment	1,517	1,517	1,517
267	Materials	0	0	0
0	Clothing,Uniforms and Laundry	340	340	340
147	Printing and Reprographics	720	720	720
71	Direct Service Charge - Graphic Design Costs	0	0	0
111	Stationery and Office Expenses	0	0	0
3,697	Telephones	3,374	3,374	3,374
1,858	Hardware, Software & Other Computing	0	0	0
33,914	Banking & Security Services	35,000	35,000	35,000
3,245	Direct Service Charge-Security	3,277	3,277	3,359
2,177	Subscriptions	800	3,472	3,472
48	Insurances	0	0	0
556	Advertising, Promotion & Notices	8,147	8,147	8,147
2,635	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
4,765	Direct Service Charge-Civil Engineering	6,649	6,649	6,815
	<b><u>Support Services</u></b>			
123,831	Internal Recharges and Transfers	136,991	132,516	162,777
	<b><u>Capital Charges and Financing Costs</u></b>			
8,750	Non-current Assets Depreciation & Amortisation	8,750	8,750	8,750
<b><u>717,532</u></b>	<b><u>Expenditure</u></b>	<b><u>766,945</u></b>	<b><u>762,470</u></b>	<b><u>837,652</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-132	Reimbursements and Contributions	-6,000	-6,000	-6,000
	<b><u>Customer and Client Receipts</u></b>			
-13,860	Sales, Fees and Charges	-41,782	-41,782	-42,312
-169,088	Rents	-429,597	-429,597	-308,457
<b><u>-183,079</u></b>	<b><u>Income</u></b>	<b><u>-477,379</u></b>	<b><u>-477,379</u></b>	<b><u>-356,769</u></b>

**REGENERATION AND PLANNING**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<u>534.453</u>	<u>NET EXPENDITURE</u>	<u>289.566</u>	<u>285.091</u>	<u>480.883</u>

**REGENERATION AND PLANNING**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>PLANNING AND DEVELOPMENT SERVICES</u></b>			
	<b><u>PREMISES DEVELOPMENT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Premises Related Expenses</u></b>			
266,863	Repairs and Maintenance	420,626	417,126	529,418
86,864	Direct Service Charge-Ground Maintenance	67,966	69,466	69,665
0	Grounds Maintenance	0	2,000	0
94,765	Energy Costs	126,195	127,095	168,593
1,683,954	Rents & Rates	1,727,736	1,581,450	1,898,468
10,161	Water & Sewerage	27,344	25,344	27,990
0	Fixtures & Fittings	125	125	125
284,962	Cleaning & Domestic Services	316,022	316,022	349,296
5,373	Direct Service Charge-Cleaning	5,427	5,427	5,563
110,859	Premises Insurance	77,336	87,438	79,266
	<b><u>Supplies and Services</u></b>			
12,875	Equipment	617	617	617
0	Books, Publications & Literature	250	250	250
0	Materials	344	344	344
189	Clothing,Uniforms and Laundry	0	0	0
3	Printing and Reprographics	2,000	375	375
534	Stationery and Office Expenses	7,612	7,612	7,230
11,347	Telephones	3,984	3,984	3,984
2,737	Hardware, Software & Other Computing	4,920	4,920	7,020
57,299	Legal Fees	48,154	40,600	44,574
430,711	Other Professional Fees	432,774	610,800	442,954
427,255	Banking & Security Services	305,500	309,474	336,564
0	Subscriptions	250	5,455	5,455
7,207	Insurances	5,313	5,313	5,446
175,134	Advertising, Promotion & Notices	159,080	159,080	159,080
5,541	Licenses	2,100	2,100	0
600,387	Provision for bad/doubtful debt	140,000	140,000	140,000
	<b><u>Third Party Payments</u></b>			
12,030	Direct Service Charge-Civil Engineering	6,212	6,212	6,367
95,198	3rd Party Payments to Private Contractors	120,592	120,592	119,842
	<b><u>Support Services</u></b>			
411,473	Internal Recharges and Transfers	381,274	420,723	640,463
348,470	Central Premises Recharges	320,439	256,614	350,762
	<b><u>Capital Charges and Financing Costs</u></b>			
96,073	Non-current Assets Depreciation & Amortisation	96,074	45,720	45,723
65,833	R C O	0	40,000	0
3,737,752	Impairment & Revaluation Losses	0	0	0
<b><u>9,041,849</u></b>	<b><u>Expenditure</u></b>	<b><u>4,806,266</u></b>	<b><u>4,812,278</u></b>	<b><u>5,445,434</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-216,000	Reimbursements and Contributions	-250	-115,288	-250
	<b><u>Customer and Client Receipts</u></b>			
-80,508	Sales, Fees and Charges	-94,648	-95,374	-95,240
-4,568,589	Rents	-4,977,956	-4,825,359	-4,806,930

**REGENERATION AND PLANNING**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>Support Services</u></b>			
-53,534	Internal Recharges and Transfers-Revenue	-53,534	-53,534	-58,427
<u>-4,918,631</u>	<u>Income</u>	<u>-5,126,388</u>	<u>-5,089,555</u>	<u>-4,960,847</u>
<u>4,123,218</u>	<u>NET EXPENDITURE</u>	<u>-320,122</u>	<u>-277,277</u>	<u>484,587</u>

**REGENERATION AND PLANNING  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>HIGHWAYS AND TRANSPORT SERVICES</u></b>				
<b><u>TRANSPORT PLANNING POLICY AND STRATEGY</u></b>				
<b><u>EXPENDITURE</u></b>				
<b><u>Employees</u></b>				
104,035	Non-Teachers Pay	129,404	129,404	138,396
0	Agency Staff	0	142,000	0
756	Employee Recruitment Costs	0	0	0
233	Employee Insurance Costs	45	45	45
0	Internal Training Costs	80	80	80
198	Other Training Expenses	0	0	0
<b><u>Transport Related Expenses</u></b>				
0	Travel Expenses	511	511	511
<b><u>Supplies and Services</u></b>				
0	Printing and Reprographics	300	300	300
0	Stationery and Office Expenses	200	200	200
32	Telephones	286	286	286
909	Hardware, Software & Other Computing	3,500	3,500	3,588
0	Consultants	40,000	284,000	0
445,242	Other Professional Fees	173,000	1,758,322	162,000
526	Insurances	526	526	526
<b><u>Support Services</u></b>				
82,501	Internal Recharges and Transfers	75,955	74,253	111,424
14,823	Central Premises Recharges	6,186	561	6,773
<b>649,255</b>	<b><u>Expenditure</u></b>	<b>429,993</b>	<b>2,393,988</b>	<b>424,129</b>
<b><u>INCOME</u></b>				
<b><u>External Grants and Reimbursements</u></b>				
-16,945	Reimbursements and Contributions	-168,000	-2,085,000	0
<b><u>Customer and Client Receipts</u></b>				
-1,662	Sales, Fees and Charges	0	-2,322	0
<b>-18,607</b>	<b><u>Income</u></b>	<b>-168,000</b>	<b>-2,087,322</b>	<b>0</b>
<b>630,648</b>	<b><u>NET EXPENDITURE</u></b>	<b>261,993</b>	<b>306,666</b>	<b>424,129</b>

**REGENERATION AND PLANNING  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES</u></b>			
	<b><u>PROPERTY SERVICES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
131,883	Non-Teachers Pay	241,727	144,027	345,413
163,665	Agency Staff	0	153,881	220,000
432	Employee Insurance Costs	432	432	432
0	Internal Training Costs	180	180	180
3,265	Other Training Expenses	400	400	400
	<b><u>Premises Related Expenses</u></b>			
57	Repairs and Maintenance	0	0	0
	<b><u>Transport Related Expenses</u></b>			
300	Travel Expenses	1,100	1,100	1,100
	<b><u>Supplies and Services</u></b>			
0	Equipment	182	182	182
0	Books, Publications & Literature	150	150	150
19	Clothing,Uniforms and Laundry	0	0	0
25	Printing and Reprographics	0	0	0
0	Stationery and Office Expenses	500	500	500
67	Telephones	1,077	1,077	1,077
38,990	Hardware, Software & Other Computing	32,349	32,349	33,003
2,800	Other Professional Fees	0	0	0
812	Exam & Course Fees (incl. students & clients)	0	0	0
1,945	Subscriptions	0	0	0
19,245	Insurances	19,245	19,245	19,245
	<b><u>Support Services</u></b>			
46,410	Internal Recharges and Transfers	46,522	46,522	46,522
<b><u>409,915</u></b>	<b><u>Expenditure</u></b>	<b><u>343,864</u></b>	<b><u>400,045</u></b>	<b><u>668,204</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-3,152	Grants and Subsidies	0	0	0
-4,550	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
0	Sales, Fees and Charges	-120	-120	-123
	<b><u>Support Services</u></b>			
-402,213	Internal Recharges and Transfers-Revenue	-343,744	-399,925	-668,081
<b><u>-409,915</u></b>	<b><u>Income</u></b>	<b><u>-343,864</u></b>	<b><u>-400,045</u></b>	<b><u>-668,204</u></b>
<b><u>0</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>



**REGENERATION AND PLANNING**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>MANAGEMENT AND SUPPORT SERVICES</u></b>			
	<b><u>BUILDING SUPPORT</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
461,349	Non-Teachers Pay	501,189	501,189	531,459
163	Employee Retirement Costs	0	0	0
1,194	Employee Insurance Costs	1,194	1,194	1,194
0	Internal Training Costs	380	380	380
	<b><u>Premises Related Expenses</u></b>			
972,926	Repairs and Maintenance	921,043	905,343	959,443
67,604	Direct Service Charge-Ground Maintenance	66,991	66,991	68,666
5,086	Grounds Maintenance	0	5,200	0
797,099	Energy Costs	1,054,502	1,070,272	1,566,970
1,652,042	Rents & Rates	1,680,400	1,628,043	1,640,200
208,145	Water & Sewerage	303,457	303,457	317,546
0	Fixtures & Fittings	1,852	1,852	1,852
9,103	Cleaning & Domestic Services	19,934	19,934	19,934
248,978	Direct Service Charge-Cleaning	249,606	249,606	256,072
19,554	Direct Service Charge-Caretaking	19,346	19,346	19,830
61,330	Premises Insurance	66,330	66,330	66,455
	<b><u>Transport Related Expenses</u></b>			
210	Travel Expenses	146	146	146
	<b><u>Supplies and Services</u></b>			
24,436	Equipment	19,988	23,776	19,988
6,426	Materials	12,628	14,128	12,628
0	Catering Costs	1,100	1,100	1,100
5,832	Clothing,Uniforms and Laundry	3,250	3,250	3,250
23	Printing and Reprographics	200	200	200
86	Stationery and Office Expenses	100	100	100
14,381	Telephones	5,440	9,440	5,440
3,334	Hardware, Software & Other Computing	0	0	0
233	Medical Fees	0	0	0
45,382	Direct Service Charge-Security	45,834	45,834	46,977
-154	Licenses	350	350	350
	<b><u>Third Party Payments</u></b>			
5,067	Direct Service Charge-Civil Engineering	6,260	6,260	6,417
21,669	Direct Service Charge-Cleansing	24,568	29,124	30,408
153,739	3rd Party Payments to Private Contractors	160,166	140,834	160,166
	<b><u>Support Services</u></b>			
462,503	Internal Recharges and Transfers	415,100	370,100	408,417
2,018	Central Premises Recharges	2,038	2,038	2,231
	<b><u>Capital Charges and Financing Costs</u></b>			
185,328	Non-current Assets Depreciation & Amortisation	185,329	188,010	188,007
59,925	R C C O	0	0	0
60,576	Impairment & Revaluation Losses	0	0	0
<b><u>5,555,586</u></b>	<b><u>Expenditure</u></b>	<b><u>5,768,721</u></b>	<b><u>5,673,827</u></b>	<b><u>6,335,826</u></b>

**REGENERATION AND PLANNING**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>	<b>INCOME</b>	<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>External Grants and Reimbursements</u></b>			
-78	Reimbursements and Contributions	-10,000	-10,000	0
	<b><u>Customer and Client Receipts</u></b>			
-24,654	Sales, Fees and Charges	-21,374	-21,374	-21,801
	<b><u>Support Services</u></b>			
-5,530,853	Internal Recharges and Transfers-Revenue	-5,737,347	-5,642,453	-6,314,025
<b><u>-5,555,586</u></b>	<b><u>Income</u></b>	<b><u>-5,768,721</u></b>	<b><u>-5,673,827</u></b>	<b><u>-6,335,826</u></b>
	<b><u>0 NET EXPENDITURE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**REGENERATION AND PLANNING  
OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
£		£	£	£
	<b><u>MANAGEMENT AND SUPPORT SERVICES</u></b>			
	<b><u>ASSET MANAGEMENT AND BUILDING DESIGN</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
862,632	Non-Teachers Pay	931,414	875,233	857,114
0	Agency Staff	84,035	84,035	86,136
0	Employee Insurance Costs	250	250	250
0	Internal Training Costs	1,560	1,560	1,560
350	Other Training Expenses	0	0	0
	<b><u>Premises Related Expenses</u></b>			
2,645	Repairs and Maintenance	0	0	0
	<b><u>Transport Related Expenses</u></b>			
8,385	Travel Expenses	11,367	11,367	11,367
	<b><u>Supplies and Services</u></b>			
32	Equipment	1,540	1,540	1,540
3,777	Books, Publications & Literature	2,725	2,725	2,725
56	Clothing,Uniforms and Laundry	1,050	1,050	1,050
126	Printing and Reprographics	2,436	2,436	2,436
367	Stationery and Office Expenses	500	500	500
0	Postage	500	500	500
1,427	Telephones	1,218	1,218	1,218
21,387	Hardware, Software & Other Computing	9,342	9,342	9,522
0	Medical Fees	50	50	50
620,496	Other Professional Fees	37,358	37,358	37,358
0	Insurances	3,871	3,871	3,871
	<b><u>Support Services</u></b>			
142,149	Internal Recharges and Transfers	142,069	142,069	158,652
53,478	Central Premises Recharges	33,993	33,993	37,219
<u>1,717,307</u>	<u>Expenditure</u>	<u>1,265,278</u>	<u>1,209,097</u>	<u>1,213,068</u>
	<b><u>INCOME</u></b>			
	<b><u>Support Services</u></b>			
-843,778	Internal Recharges and Transfers-Revenue	-638,569	-582,388	-586,359
-873,530	Internal Recharges and Transfers-Capital	-626,709	-626,709	-626,709
<u>-1,717,307</u>	<u>Income</u>	<u>-1,265,278</u>	<u>-1,209,097</u>	<u>-1,213,068</u>
<u>0</u>	<u>NET EXPENDITURE</u>	<u>0</u>	<u>0</u>	<u>0</u>

# **Safer, Stronger Communities**

**SAFER, STRONGER COMMUNITIES**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b>EARLY YEARS</b>			
0	NURSERY - DELEGATED AND DEVOLVED FUNDS	0	5,000	0
<u>0</u>		<u>0</u>	<u>5,000</u>	<u>0</u>
	<b>RECREATION AND SPORT</b>			
4,322	COMMUNITY CENTRES	2,223	2,223	2,223
<u>4,322</u>		<u>2,223</u>	<u>2,223</u>	<u>2,223</u>
	<b>HOUSING SERVICES</b>			
166,832	HOUSING STRATEGY	222,248	211,709	225,622
354,799	HOUSING ADVICE	357,206	332,010	345,915
0	HOUSING ADVANCES	0	0	0
203,031	HOMELESSNESS	167,127	132,552	137,936
205,086	HOUSING BENEFIT ADMINISTRATION	-80,757	-80,757	-16,340
179,489	PRIVATE SECTOR HOUSING RENEWAL	300,179	-47,706	30,309
295,240	OTHER COUNCIL PROPERTY	16,624	33,843	52,632
5,162,833	SUPPORTING PEOPLE	5,249,931	5,251,327	5,073,907
132,730	ENABLING	135,412	135,412	135,412
<u>6,700,039</u>		<u>6,367,970</u>	<u>5,968,390</u>	<u>5,985,393</u>
	<b>ENVIRONMENTAL SERVICES</b>			
626,588	COMMUNITY SAFETY (CRIME REDUCTION)	648,232	625,209	637,165
231,242	COMMUNITY SAFETY (CCTV)	259,526	296,531	288,520
<u>857,831</u>		<u>907,758</u>	<u>921,740</u>	<u>925,685</u>
	<b>PLANNING AND DEVELOPMENT SERVICES</b>			
0	COMMUNITY DEVELOPMENT	0	0	0
<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
	<b>ENVIRONMENTAL SERVICES</b>			
480,028	TRADING STANDARDS	519,655	515,822	582,861
1,129,394	ENVIRONMENTAL HEALTH	1,018,128	960,640	1,069,186
80,549	LICENSING	-27,841	-28,922	14,639
<u>1,689,971</u>		<u>1,509,942</u>	<u>1,447,540</u>	<u>1,666,686</u>
	<b>CENTRAL SERVICES TO THE PUBLIC</b>			
-74,208	LOCAL LAND CHARGES	-68,893	-68,893	-66,987
<u>-74,208</u>		<u>-68,893</u>	<u>-68,893</u>	<u>-66,987</u>
<u>9,177,955</u>	<b>Net Expenditure</b>	<u>8,719,000</u>	<u>8,276,000</u>	<u>8,513,000</u>

**SAFER, STRONGER COMMUNITIES**  
**SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
3,565,119	Non-Teachers Pay	3,489,499	3,737,631	3,737,683
2,425	IR35 Employees	0	0	0
1,545	Employee Recruitment Costs	1,537	1,537	1,537
13,141	Employee Retirement Costs	0	0	0
3,980	Employee Insurance Costs	3,985	3,985	3,985
8,009	Internal Training Costs	1,422	1,582	1,422
25,392	Other Training Expenses	12,046	12,396	12,046
	<b><u>Premises Related Expenses</u></b>			
66,245	Repairs and Maintenance	41,739	35,739	41,739
2,732	Direct Service Charge-Ground Maintenance	2,759	2,759	2,828
38,469	Energy Costs	46,587	45,497	64,290
3,556	Rents & Rates	15,586	72,423	15,626
18,645	Water & Sewerage	14,786	14,786	15,156
180	Direct Service Charge-Caretaking	0	0	0
	<b><u>Transport Related Expenses</u></b>			
3,912	Direct Transport Costs	7,045	7,045	7,398
114,600	Direct Service Charge-Pooled Transport Costs	125,834	71,391	76,397
2,598	External Transport Hire & Contracts	1,369	1,444	1,369
31,723	Travel Expenses	32,612	23,557	27,612
	<b><u>Supplies and Services</u></b>			
88,697	Equipment	150,509	202,042	163,073
25,253	Furniture	1,000	44,765	1,000
2,740	Books, Publications & Literature	4,161	2,415	3,161
8,168	Materials	39,966	11,156	39,966
156,588	Catering Costs	1,811	1,420	1,220
2,865	Clothing,Uniforms and Laundry	6,849	5,649	5,849
7,190	Printing and Reprographics	5,691	10,570	5,691
4,808	Direct Service Charge - Graphic Design Costs	4,803	4,498	4,803
2,190	Stationery and Office Expenses	2,347	2,367	2,347
10,189	Postage	9,245	7,370	6,745
35,389	Telephones	18,086	35,634	18,086
172,343	Hardware, Software & Other Computing	78,821	102,144	104,849
22,487	Legal Fees	8,812	6,354	8,812
1,214	Medical Fees	0	280	0
9,165	Consultants	1,000	1,000	1,000
106,986	Other Professional Fees	418,556	67,099	204,188
7,045	Exam & Course Fees (incl. students & clients)	2,583	1,983	2,583
0	Education,Leisure Activities & Entertainments	0	1,065	0
29,970	Banking & Security Services	1,272	6,123	1,272
188,820	Direct Service Charge-Security	190,708	190,708	195,476
9,375	Premises & Room Hire	18,500	0	15,500
10,271	Other Supplies & Services	0	0	0
3,584	Professional Meetings	1,350	28,200	1,350
25,806	Grants to Third Parties	0	18,690	0
3,986	Subscriptions	6,694	7,457	6,694
30,821	Insurances	32,802	32,802	32,802

**SAFER, STRONGER COMMUNITIES  
SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
16,710	Advertising, Promotion & Notices	21,109	15,071	20,109
21,422	Provision for bad/doubtful debt	0	0	0
	<b>Third Party Payments</b>			
0	3rd Party Payments to Other Local Authorities	15,000	0	15,000
4,199,709	Supporting People Payments-external provision	4,216,126	4,216,126	4,022,529
1,223,896	3rd Party Payments to Private Contractors	566,271	1,336,843	947,620
868,605	Supporting People Payments-internal provision	904,108	904,108	909,066
	<b>Transfer Payments</b>			
0	Client Personal Allowances	0	17,400	0
48,505,696	Benefits	49,532,034	49,532,034	49,532,034
	<b>Support Services</b>			
1,137,618	Internal Recharges and Transfers	1,373,284	1,395,959	1,577,434
235,447	Central Premises Recharges	267,096	267,096	292,325
	<b>Capital Charges and Financing Costs</b>			
21,350	Revenue Expend Financed By Capital	463,000	163,000	180,000
24,386	Non-current Assets Depreciation & Amortisation	24,387	41,606	41,606
0	Interest	1,000	1,000	1,000
250,086	R C C O	0	0	0
2,954	Impairment & Revaluation Losses	0	0	0
<b>61,376,099</b>	<b>Expenditure</b>	<b>62,185,787</b>	<b>62,713,806</b>	<b>62,374,278</b>
	<b>INCOME</b>			
	<b>External Grants and Reimbursements</b>			
-49,504,840	Grants and Subsidies	-50,333,352	-51,109,906	-50,576,717
-987,855	Reimbursements and Contributions	-876,249	-1,072,488	-842,270
	<b>Customer and Client Receipts</b>			
-952,923	Sales, Fees and Charges	-1,388,743	-1,364,321	-1,405,849
-317,651	Rents	-65,670	-88,318	-66,983
	<b>Other Income</b>			
	<b>Support Services</b>			
-434,874	Internal Recharges and Transfers-Revenue	-802,773	-802,773	-969,459
<b>-52,198,144</b>	<b>Income</b>	<b>-53,466,787</b>	<b>-54,437,806</b>	<b>-53,861,278</b>
<b>9,177,955</b>	<b>NET EXPENDITURE</b>	<b>8,719,000</b>	<b>8,276,000</b>	<b>8,513,000</b>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>EARLY YEARS</u></b>			
	<b><u>NURSERY - DELEGATED AND DEVOLVED FUNDS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
0	3rd Party Payments to Private Contractors	0	5,000	0
0	<u>Expenditure</u>	0	<u>5,000</u>	0
0	<u>NET EXPENDITURE</u>	0	<u>5,000</u>	0



**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>RECREATION AND SPORT</u></b>			
	<b><u>COMMUNITY CENTRES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Capital Charges and Financing Costs</u></b>			
2,222	Non-current Assets Depreciation & Amortisation	2,223	2,223	2,223
2,100	Impairment & Revaluation Losses	0	0	0
<u>4,322</u>	<u>Expenditure</u>	<u>2,223</u>	<u>2,223</u>	<u>2,223</u>
<u>4,322</u>	<u>NET EXPENDITURE</u>	<u>2,223</u>	<u>2,223</u>	<u>2,223</u>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HOUSING SERVICES</u></b>			
	<b><u>HOUSING STRATEGY</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
48,310	Non-Teachers Pay	48,038	48,038	50,882
196	Employee Insurance Costs	197	197	197
	<b><u>Premises Related Expenses</u></b>			
0	Rents & Rates	104	104	107
	<b><u>Transport Related Expenses</u></b>			
0	Travel Expenses	50	50	50
	<b><u>Supplies and Services</u></b>			
12	Printing and Reprographics	0	0	0
332	Telephones	0	0	0
303	Hardware, Software & Other Computing	0	0	0
0	Other Professional Fees	0	0	25,000
-157	Provision for bad/doubtful debt	0	0	0
	<b><u>Support Services</u></b>			
114,377	Internal Recharges and Transfers	169,815	161,298	172,172
3,458	Central Premises Recharges	4,044	2,022	2,214
<b><u>166,832</u></b>	<b><u>Expenditure</u></b>	<b><u>222,248</u></b>	<b><u>211,709</u></b>	<b><u>250,622</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
0	Reimbursements and Contributions	0	0	-25,000
<b><u>0</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>-25,000</u></b>
<b><u>166,832</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>222,248</u></b>	<b><u>211,709</u></b>	<b><u>225,622</u></b>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HOUSING SERVICES</u></b>			
	<b><u>HOUSING ADVICE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
251,278	Non-Teachers Pay	265,591	242,591	236,310
232	Employee Insurance Costs	232	232	232
0	Internal Training Costs	90	90	90
220	Other Training Expenses	750	750	750
	<b><u>Transport Related Expenses</u></b>			
2,591	Travel Expenses	1,970	1,970	1,970
	<b><u>Supplies and Services</u></b>			
3	Equipment	0	0	0
59	Printing and Reprographics	0	0	0
113	Stationery and Office Expenses	150	150	150
947	Telephones	260	260	260
22,678	Hardware, Software & Other Computing	5,579	5,579	5,718
22	Medical Fees	0	0	0
13,038	Insurances	13,876	13,876	13,876
	<b><u>Third Party Payments</u></b>			
912	3rd Party Payments to Private Contractors	0	0	0
	<b><u>Support Services</u></b>			
26,121	Internal Recharges and Transfers	28,641	26,445	42,808
36,585	Central Premises Recharges	40,067	40,067	43,751
<b><u>354,799</u></b>	<b><u>Expenditure</u></b>	<b><u>357,206</u></b>	<b><u>332,010</u></b>	<b><u>345,915</u></b>
<b><u>354,799</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>357,206</u></b>	<b><u>332,010</u></b>	<b><u>345,915</u></b>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HOUSING SERVICES</u></b>			
	<b><u>HOMELESSNESS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
339,154	Non-Teachers Pay	325,900	526,244	299,562
225	Employee Insurance Costs	225	225	225
	<b><u>Premises Related Expenses</u></b>			
2,087	Rents & Rates	0	69,789	0
	<b><u>Transport Related Expenses</u></b>			
0	External Transport Hire & Contracts	400	475	400
739	Travel Expenses	0	45	0
	<b><u>Supplies and Services</u></b>			
0	Equipment	1,500	1,500	1,500
21,997	Furniture	0	19,000	0
0	Books, Publications & Literature	450	450	450
0	Materials	550	570	550
51	Printing and Reprographics	1,000	1,000	1,000
0	Stationery and Office Expenses	397	417	397
4,140	Telephones	3,950	4,220	3,950
13,276	Hardware, Software & Other Computing	3,397	27,950	3,422
0	Legal Fees	1,000	1,000	1,000
48	Medical Fees	0	0	0
16,270	Other Professional Fees	171,234	5,790	76,079
9,375	Premises & Room Hire	0	0	0
	<b><u>Third Party Payments</u></b>			
0	3rd Party Payments to Other Local Authorities	13,000	0	13,000
640,273	3rd Party Payments to Private Contractors	108,313	253,671	122,503
	<b><u>Support Services</u></b>			
32,758	Internal Recharges and Transfers	36,485	35,168	40,313
<b><u>1,080,392</u></b>	<b><u>Expenditure</u></b>	<b><u>667,801</u></b>	<b><u>947,514</u></b>	<b><u>564,351</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-459,394	Grants and Subsidies	-355,750	-644,600	-357,590
-111,416	Reimbursements and Contributions	-107,091	-109,881	-30,092
	<b><u>Customer and Client Receipts</u></b>			
-278,519	Rents	-9,024	-31,672	-9,204
	<b><u>Support Services</u></b>			
-28,032	Internal Recharges and Transfers-Revenue	-28,809	-28,809	-29,529
<b><u>-877,361</u></b>	<b><u>Income</u></b>	<b><u>-500,674</u></b>	<b><u>-814,962</u></b>	<b><u>-426,415</u></b>
<b><u>203,031</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>167,127</u></b>	<b><u>132,552</u></b>	<b><u>137,936</u></b>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HOUSING SERVICES</u></b>			
	<b><u>HOUSING BENEFIT ADMINISTRATION</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Transfer Payments</u></b>			
48,505,696	Benefits	49,532,034	49,532,034	49,532,034
	<b><u>Support Services</u></b>			
190,068	Internal Recharges and Transfers	221,108	221,108	135,525
<b><u>48,695,763</u></b>	<b><u>Expenditure</u></b>	<b><u>49,753,142</u></b>	<b><u>49,753,142</u></b>	<b><u>49,667,559</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-48,490,678	Grants and Subsidies	-49,833,899	-49,833,899	-49,683,899
<b><u>-48,490,678</u></b>	<b><u>Income</u></b>	<b><u>-49,833,899</u></b>	<b><u>-49,833,899</u></b>	<b><u>-49,683,899</u></b>
<b><u>205,086</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>-80,757</u></b>	<b><u>-80,757</u></b>	<b><u>-16,340</u></b>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HOUSING SERVICES</u></b>			
	<b><u>PRIVATE SECTOR HOUSING RENEWAL</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
990,836	Non-Teachers Pay	859,763	955,783	1,084,750
761	Employee Recruitment Costs	0	0	0
2,429	Employee Insurance Costs	2,432	2,432	2,432
8,009	Internal Training Costs	668	668	668
7,983	Other Training Expenses	938	1,288	938
	<b><u>Premises Related Expenses</u></b>			
0	Rents & Rates	12,952	0	12,952
180	Direct Service Charge-Caretaking	0	0	0
	<b><u>Transport Related Expenses</u></b>			
43,593	Direct Service Charge-Pooled Transport Costs	45,575	39,211	42,099
0	External Transport Hire & Contracts	100	100	100
10,561	Travel Expenses	14,668	10,568	14,668
	<b><u>Supplies and Services</u></b>			
59,550	Equipment	84,164	127,918	84,737
0	Furniture	1,000	25,420	1,000
0	Books, Publications & Literature	500	208	500
0	Materials	28,000	0	28,000
0	Catering Costs	100	300	100
541	Clothing,Uniforms and Laundry	1,140	1,940	1,140
541	Printing and Reprographics	1,754	1,880	1,754
108	Direct Service Charge - Graphic Design Costs	20	500	20
488	Stationery and Office Expenses	500	500	500
544	Postage	5,305	1,109	2,805
5,353	Telephones	900	1,500	900
31,852	Hardware, Software & Other Computing	15,894	18,904	18,855
241	Medical Fees	0	280	0
23,571	Other Professional Fees	204,862	7,074	57,049
0	Banking & Security Services	0	300	0
0	Premises & Room Hire	18,000	0	15,000
3,584	Professional Meetings	150	27,250	150
15,131	Grants to Third Parties	0	18,690	0
100	Subscriptions	300	493	300
199	Advertising, Promotion & Notices	1,000	2,083	1,000
3,237	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
0	3rd Party Payments to Other Local Authorities	2,000	0	2,000
	<b><u>Transfer Payments</u></b>			
0	Client Personal Allowances	0	17,400	0
	<b><u>Support Services</u></b>			
144,702	Internal Recharges and Transfers	174,922	178,097	215,235
28,947	Central Premises Recharges	50,562	50,384	57,574
	<b><u>Capital Charges and Financing Costs</u></b>			
21,350	Revenue Expend Financed By Capital	463,000	163,000	180,000
19,864	Non-current Assets Depreciation & Amortisation	19,864	19,864	19,864
0	Interest	1,000	1,000	1,000

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual</b>		<b>Allowed</b>	<b>Revised</b>	<b>Forward</b>
<b>Expenditure</b>		<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
<b><u>2020/21</u></b>		<b><u>2021/22</u></b>	<b><u>2021/22</u></b>	<b><u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
852	Impairment & Revaluation Losses	0	0	0
<u>1,425,106</u>	<u>Expenditure</u>	<u>2,012,033</u>	<u>1,676,144</u>	<u>1,848,090</u>
<b>INCOME</b>				
<b><u>External Grants and Reimbursements</u></b>				
-9,476	Grants and Subsidies	0	-1,179	0
-657,093	Reimbursements and Contributions	-733,549	-765,956	-751,569
<b><u>Customer and Client Receipts</u></b>				
-281,355	Sales, Fees and Charges	-514,024	-492,434	-519,374
<b><u>Support Services</u></b>				
-297,693	Internal Recharges and Transfers-Revenue	-464,281	-464,281	-546,838
<u>-1,245,617</u>	<u>Income</u>	<u>-1,711,854</u>	<u>-1,723,850</u>	<u>-1,817,781</u>
<u>179,489</u>	<u>NET EXPENDITURE</u>	<u>300,179</u>	<u>-47,706</u>	<u>30,309</u>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HOUSING SERVICES</u></b>			
	<b><u>OTHER COUNCIL PROPERTY</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
34,219	Non-Teachers Pay	33,004	34,094	34,948
44	Employee Insurance Costs	44	44	44
0	Internal Training Costs	300	300	300
	<b><u>Premises Related Expenses</u></b>			
25,407	Repairs and Maintenance	10,739	10,739	10,739
2,732	Direct Service Charge-Ground Maintenance	2,759	2,759	2,828
38,469	Energy Costs	46,587	45,497	64,290
18,645	Water & Sewerage	14,786	14,786	15,156
	<b><u>Transport Related Expenses</u></b>			
1,554	Travel Expenses	1,101	1,101	1,101
	<b><u>Supplies and Services</u></b>			
0	Equipment	305	305	305
78	Printing and Reprographics	0	0	0
1	Telephones	87	87	87
303	Hardware, Software & Other Computing	0	0	0
4,316	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
9,499	3rd Party Payments to Private Contractors	0	0	0
	<b><u>Support Services</u></b>			
2,888	Internal Recharges and Transfers	2,558	2,558	3,281
60,000	Central Premises Recharges	0	0	0
	<b><u>Capital Charges and Financing Costs</u></b>			
0	Non-current Assets Depreciation & Amortisation	0	17,219	17,219
250,086	R C C O	0	0	0
2	Impairment & Revaluation Losses	0	0	0
<b><u>448,242</u></b>	<b><u>Expenditure</u></b>	<b><u>112,270</u></b>	<b><u>129,489</u></b>	<b><u>150,298</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-64,086	Reimbursements and Contributions	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-29,154	Sales, Fees and Charges	-17,798	-17,798	-18,154
-39,132	Rents	-56,646	-56,646	-57,779
	<b><u>Support Services</u></b>			
-20,629	Internal Recharges and Transfers-Revenue	-21,202	-21,202	-21,733
<b><u>-153,002</u></b>	<b><u>Income</u></b>	<b><u>-95,646</u></b>	<b><u>-95,646</u></b>	<b><u>-97,666</u></b>
<b><u>295,240</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>16,624</u></b>	<b><u>33,843</u></b>	<b><u>52,632</u></b>



**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HOUSING SERVICES</u></b>			
	<b><u>SUPPORTING PEOPLE</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
37,445	Non-Teachers Pay	36,213	36,213	38,350
181	Employee Insurance Costs	181	181	181
0	Internal Training Costs	100	100	100
0	Other Training Expenses	540	540	540
	<b><u>Transport Related Expenses</u></b>			
0	Travel Expenses	295	295	295
	<b><u>Supplies and Services</u></b>			
0	Printing and Reprographics	0	0	0
0	Postage	500	500	500
45	Telephones	200	200	200
20,248	Hardware, Software & Other Computing	14,880	14,880	15,252
0	Professional Meetings	450	450	450
	<b><u>Third Party Payments</u></b>			
4,199,709	Supporting People Payments-external provision	4,216,126	4,216,126	4,022,529
868,605	Supporting People Payments-internal provision	904,108	904,108	909,066
	<b><u>Support Services</u></b>			
51,974	Internal Recharges and Transfers	74,316	73,512	84,230
2,510	Central Premises Recharges	2,022	4,222	2,214
<b><u>5,180,717</u></b>	<b><u>Expenditure</u></b>	<b><u>5,249,931</u></b>	<b><u>5,251,327</u></b>	<b><u>5,073,907</u></b>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-17,884	Sales, Fees and Charges	0	0	0
<b><u>-17,884</u></b>	<b><u>Income</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>5,162,833</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>5,249,931</u></b>	<b><u>5,251,327</u></b>	<b><u>5,073,907</u></b>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>HOUSING SERVICES</u></b>			
	<b><u>ENABLING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Third Party Payments</u></b>			
160,580	3rd Party Payments to Private Contractors	163,262	163,262	163,262
<u>160,580</u>	<u>Expenditure</u>	<u>163,262</u>	<u>163,262</u>	<u>163,262</u>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-27,850	Reimbursements and Contributions	-27,850	-27,850	-27,850
<u>-27,850</u>	<u>Income</u>	<u>-27,850</u>	<u>-27,850</u>	<u>-27,850</u>
<u>132,730</u>	<u>NET EXPENDITURE</u>	<u>135,412</u>	<u>135,412</u>	<u>135,412</u>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ENVIRONMENTAL SERVICES</u></b>			
	<b><u>COMMUNITY SAFETY (CRIME REDUCTION)</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
286,616	Non-Teachers Pay	297,992	271,670	285,249
2,425	IR35 Employees	0	0	0
200	Employee Insurance Costs	200	200	200
0	Internal Training Costs	0	160	0
6,714	Other Training Expenses	0	0	0
	<b><u>Premises Related Expenses</u></b>			
40,839	Repairs and Maintenance	31,000	25,000	31,000
	<b><u>Transport Related Expenses</u></b>			
250	External Transport Hire & Contracts	0	0	0
442	Travel Expenses	524	524	524
	<b><u>Supplies and Services</u></b>			
4,421	Equipment	16,650	5,070	6,650
3,000	Furniture	0	0	0
0	Materials	0	30	0
155,569	Catering Costs	405	405	405
-130	Clothing,Uniforms and Laundry	0	0	0
374	Printing and Reprographics	500	436	500
2,796	Direct Service Charge - Graphic Design Costs	1,500	532	1,500
101	Stationery and Office Expenses	50	50	50
2,789	Postage	492	492	492
794	Telephones	1,132	1,090	1,132
6,193	Hardware, Software & Other Computing	1,694	1,391	1,723
0	Legal Fees	1,000	0	1,000
37,405	Other Professional Fees	0	16,675	10,000
0	Education,Leisure Activities & Entertainments	0	1,065	0
1,266	Banking & Security Services	0	4,551	0
10,271	Other Supplies & Services	0	0	0
0	Professional Meetings	250	0	250
10,675	Grants to Third Parties	0	0	0
900	Subscriptions	0	0	0
13,357	Insurances	14,215	14,215	14,215
9,932	Advertising, Promotion & Notices	15,000	7,889	15,000
	<b><u>Third Party Payments</u></b>			
396,472	3rd Party Payments to Private Contractors	279,817	897,163	646,976
	<b><u>Support Services</u></b>			
131,458	Internal Recharges and Transfers	173,586	212,243	197,680
22,684	Central Premises Recharges	20,225	20,225	22,144
<b><u>1,147,813</u></b>	<b><u>Expenditure</u></b>	<b><u>856,232</u></b>	<b><u>1,481,076</u></b>	<b><u>1,236,690</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-406,461	Grants and Subsidies	-141,000	-627,525	-532,525
-114,380	Reimbursements and Contributions	0	-161,042	0
	<b><u>Customer and Client Receipts</u></b>			
-384	Sales, Fees and Charges	0	-300	0

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure</b>		<b>Allowed Estimate</b>	<b>Revised Estimate</b>	<b>Forward Estimate</b>
<u>2020/21</u>		<u>2021/22</u>	<u>2021/22</u>	<u>2022/23</u>
£		£	£	£
	<b><u>Support Services</u></b>			
0	Internal Recharges and Transfers-Revenue	-67,000	-67,000	-67,000
<u>-521,224</u>	<u>Income</u>	<u>-208,000</u>	<u>-855,867</u>	<u>-599,525</u>
<u>626,588</u>	<u>NET EXPENDITURE</u>	<u>648,232</u>	<u>625,209</u>	<u>637,165</u>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ENVIRONMENTAL SERVICES</u></b>			
	<b><u>COMMUNITY SAFETY (CCTV)</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Supplies and Services</u></b>			
12,561	Equipment	27,125	47,090	48,125
18,534	Telephones	6,000	22,220	6,000
2,370	Other Professional Fees	0	0	0
188,820	Direct Service Charge-Security	190,708	190,708	195,476
0	Advertising, Promotion & Notices	0	820	0
	<b><u>Support Services</u></b>			
7,257	Central Premises Recharges	33,993	33,993	37,219
	<b><u>Capital Charges and Financing Costs</u></b>			
1,700	Non-current Assets Depreciation & Amortisation	1,700	1,700	1,700
<b><u>231,242</u></b>	<b><u>Expenditure</u></b>	<b><u>259,526</u></b>	<b><u>296,531</u></b>	<b><u>288,520</u></b>
<b><u>231,242</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>259,526</u></b>	<b><u>296,531</u></b>	<b><u>288,520</u></b>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ENVIRONMENTAL SERVICES</u></b>			
	<b><u>TRADING STANDARDS</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
308,597	Non-Teachers Pay	355,165	355,165	376,948
784	Employee Recruitment Costs	1,537	1,537	1,537
18	Employee Insurance Costs	18	18	18
2,328	Other Training Expenses	2,701	2,701	2,701
	<b><u>Premises Related Expenses</u></b>			
1,198	Rents & Rates	2,530	2,530	2,567
	<b><u>Transport Related Expenses</u></b>			
0	Direct Transport Costs	52	52	55
0	External Transport Hire & Contracts	558	558	558
2,907	Travel Expenses	3,028	1,028	1,028
	<b><u>Supplies and Services</u></b>			
32	Equipment	2,980	1,544	2,980
586	Books, Publications & Literature	1,757	1,757	1,757
82	Materials	980	980	980
0	Catering Costs	665	665	665
0	Clothing,Uniforms and Laundry	675	675	675
633	Printing and Reprographics	715	715	715
129	Direct Service Charge - Graphic Design Costs	100	100	100
-2	Stationery and Office Expenses	0	0	0
17	Postage	63	63	63
663	Telephones	350	350	350
2,062	Hardware, Software & Other Computing	351	1,787	360
20,425	Legal Fees	2,420	2,420	2,420
3,767	Other Professional Fees	5,797	5,797	5,797
1,000	Subscriptions	2,100	2,100	2,100
185	Insurances	197	197	197
0	Advertising, Promotion & Notices	2,262	2,262	2,262
	<b><u>Support Services</u></b>			
124,270	Internal Recharges and Transfers	119,553	117,720	160,523
22,204	Central Premises Recharges	27,754	27,754	30,388
<b><u>491,885</u></b>	<b><u>Expenditure</u></b>	<b><u>534,308</u></b>	<b><u>530,475</u></b>	<b><u>597,744</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-4,645	Grants and Subsidies	-2,703	-2,703	-2,703
-350	Reimbursements and Contributions	-451	-451	-451
	<b><u>Customer and Client Receipts</u></b>			
-6,861	Sales, Fees and Charges	-11,499	-11,499	-11,729
<b><u>-11,857</u></b>	<b><u>Income</u></b>	<b><u>-14,653</u></b>	<b><u>-14,653</u></b>	<b><u>-14,883</u></b>
<b><u>480,028</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>519,655</u></b>	<b><u>515,822</u></b>	<b><u>582,861</u></b>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21 £</b>		<b>Allowed Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Forward Estimate 2022/23 £</b>
	<b><u>ENVIRONMENTAL SERVICES</u></b>			
	<b><u>ENVIRONMENTAL HEALTH</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
964,426	Non-Teachers Pay	908,025	908,025	960,382
360	Employee Retirement Costs	0	0	0
440	Employee Insurance Costs	441	441	441
0	Internal Training Costs	264	264	264
4,772	Other Training Expenses	5,589	5,589	5,589
	<b><u>Premises Related Expenses</u></b>			
271	Rents & Rates	0	0	0
	<b><u>Transport Related Expenses</u></b>			
3,912	Direct Transport Costs	6,993	6,993	7,343
71,007	Direct Service Charge-Pooled Transport Costs	80,259	32,180	34,298
2,348	External Transport Hire & Contracts	311	311	311
12,563	Travel Expenses	10,757	7,757	7,757
	<b><u>Supplies and Services</u></b>			
4,841	Equipment	13,234	17,064	14,225
20	Books, Publications & Literature	1,454	0	454
7,989	Materials	10,436	8,051	10,436
1,019	Catering Costs	641	50	50
1,970	Clothing,Uniforms and Laundry	2,734	1,734	1,734
2,169	Printing and Reprographics	797	1,614	797
326	Direct Service Charge - Graphic Design Costs	2,683	1,866	2,683
701	Stationery and Office Expenses	600	600	600
1,002	Postage	2,232	2,232	2,232
3,388	Telephones	5,048	5,048	5,048
37,755	Hardware, Software & Other Computing	20,372	20,372	42,480
682	Legal Fees	2,892	2,892	2,892
9,165	Consultants	1,000	1,000	1,000
15,708	Other Professional Fees	21,157	14,757	14,757
0	Exam & Course Fees (incl. students & clients)	321	321	321
28,707	Banking & Security Services	0	0	0
1,986	Subscriptions	4,079	4,079	4,079
4,144	Insurances	4,410	4,410	4,410
1,521	Advertising, Promotion & Notices	2,319	1,319	1,319
12,948	Provision for bad/doubtful debt	0	0	0
	<b><u>Third Party Payments</u></b>			
16,159	3rd Party Payments to Private Contractors	14,879	17,747	14,879
	<b><u>Support Services</u></b>			
217,324	Internal Recharges and Transfers	246,856	243,447	356,901
34,232	Central Premises Recharges	68,204	68,204	74,677
	<b><u>Capital Charges and Financing Costs</u></b>			
600	Non-current Assets Depreciation & Amortisation	600	600	600
<b>1,464,454</b>	<b><u>Expenditure</u></b>	<b>1,439,587</b>	<b>1,378,967</b>	<b>1,572,959</b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-131,286	Grants and Subsidies	0	0	0

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
-12,680	Reimbursements and Contributions	-7,308	-7,308	-7,308
	<b>Customer and Client Receipts</b>			
-102,574	Sales, Fees and Charges	-258,670	-255,538	-258,106
	<b>Support Services</b>			
-88,520	Internal Recharges and Transfers-Revenue	-155,481	-155,481	-238,359
<u>-335,060</u>	<u>Income</u>	<u>-421,459</u>	<u>-418,327</u>	<u>-503,773</u>
<u>1,129,394</u>	<u>NET EXPENDITURE</u>	<u>1,018,128</u>	<u>960,640</u>	<u>1,069,186</u>



**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure 2020/21</b>		<b>Allowed Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Forward Estimate 2022/23</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>ENVIRONMENTAL SERVICES</u></b>			
	<b><u>LICENSING</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
292,031	Non-Teachers Pay	342,952	342,952	352,469
12,781	Employee Retirement Costs	0	0	0
11	Employee Insurance Costs	11	11	11
3,375	Other Training Expenses	1,370	1,370	1,370
	<b><u>Transport Related Expenses</u></b>			
368	Travel Expenses	219	219	219
	<b><u>Supplies and Services</u></b>			
7,290	Equipment	4,451	1,451	4,451
255	Furniture	0	345	0
2,134	Books, Publications & Literature	0	0	0
98	Materials	0	1,525	0
486	Clothing,Uniforms and Laundry	2,300	1,300	2,300
3,271	Printing and Reprographics	925	4,925	925
1,449	Direct Service Charge - Graphic Design Costs	500	1,500	500
789	Stationery and Office Expenses	650	650	650
5,836	Postage	653	2,974	653
1,190	Telephones	159	659	159
29,979	Hardware, Software & Other Computing	16,274	10,901	16,649
1,380	Legal Fees	1,500	42	1,500
904	Medical Fees	0	0	0
7,895	Other Professional Fees	15,506	17,006	15,506
6,545	Exam & Course Fees (incl. students & clients)	2,262	1,662	2,262
-3	Banking & Security Services	1,272	1,272	1,272
0	Premises & Room Hire	500	0	500
0	Professional Meetings	500	500	500
0	Subscriptions	215	785	215
72	Insurances	77	77	77
5,058	Advertising, Promotion & Notices	528	698	528
1,079	Provision for bad/doubtful debt	0	0	0
	<b><u>Support Services</u></b>			
79,899	Internal Recharges and Transfers	100,650	99,569	140,829
8,785	Central Premises Recharges	20,225	20,225	22,144
<b><u>472,957</u></b>	<b><u>Expenditure</u></b>	<b><u>513,699</u></b>	<b><u>512,618</u></b>	<b><u>565,689</u></b>
	<b><u>INCOME</u></b>			
	<b><u>External Grants and Reimbursements</u></b>			
-2,900	Grants and Subsidies	0	0	0
	<b><u>Customer and Client Receipts</u></b>			
-389,509	Sales, Fees and Charges	-475,540	-475,540	-485,050
	<b><u>Support Services</u></b>			
0	Internal Recharges and Transfers-Revenue	-66,000	-66,000	-66,000
<b><u>-392,408</u></b>	<b><u>Income</u></b>	<b><u>-541,540</u></b>	<b><u>-541,540</u></b>	<b><u>-551,050</u></b>
<b><u>80,549</u></b>	<b><u>NET EXPENDITURE</u></b>	<b><u>-27,841</u></b>	<b><u>-28,922</u></b>	<b><u>14,639</u></b>

**SAFER, STRONGER COMMUNITIES**  
**OBJECTIVE/SUBJECTIVE ANALYSIS**

<b>Actual Expenditure <u>2020/21</u></b>		<b>Allowed Estimate <u>2021/22</u></b>	<b>Revised Estimate <u>2021/22</u></b>	<b>Forward Estimate <u>2022/23</u></b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b><u>CENTRAL SERVICES TO THE PUBLIC</u></b>			
	<b><u>LOCAL LAND CHARGES</u></b>			
	<b><u>EXPENDITURE</u></b>			
	<b><u>Employees</u></b>			
12,208	Non-Teachers Pay	16,856	16,856	17,833
4	Employee Insurance Costs	4	4	4
0	Other Training Expenses	158	158	158
	<b><u>Supplies and Services</u></b>			
0	Equipment	100	100	100
7,694	Hardware, Software & Other Computing	380	380	390
500	Exam & Course Fees (incl. students & clients)	0	0	0
25	Insurances	27	27	27
	<b><u>Support Services</u></b>			
21,778	Internal Recharges and Transfers	24,794	24,794	27,937
8,785	Central Premises Recharges	0	0	0
<u>50,994</u>	<u>Expenditure</u>	<u>42,319</u>	<u>42,319</u>	<u>46,449</u>
	<b><u>INCOME</u></b>			
	<b><u>Customer and Client Receipts</u></b>			
-125,202	Sales, Fees and Charges	-111,212	-111,212	-113,436
<u>-125,202</u>	<u>Income</u>	<u>-111,212</u>	<u>-111,212</u>	<u>-113,436</u>
<u>-74,208</u>	<u>NET EXPENDITURE</u>	<u>-68,893</u>	<u>-68,893</u>	<u>-66,987</u>