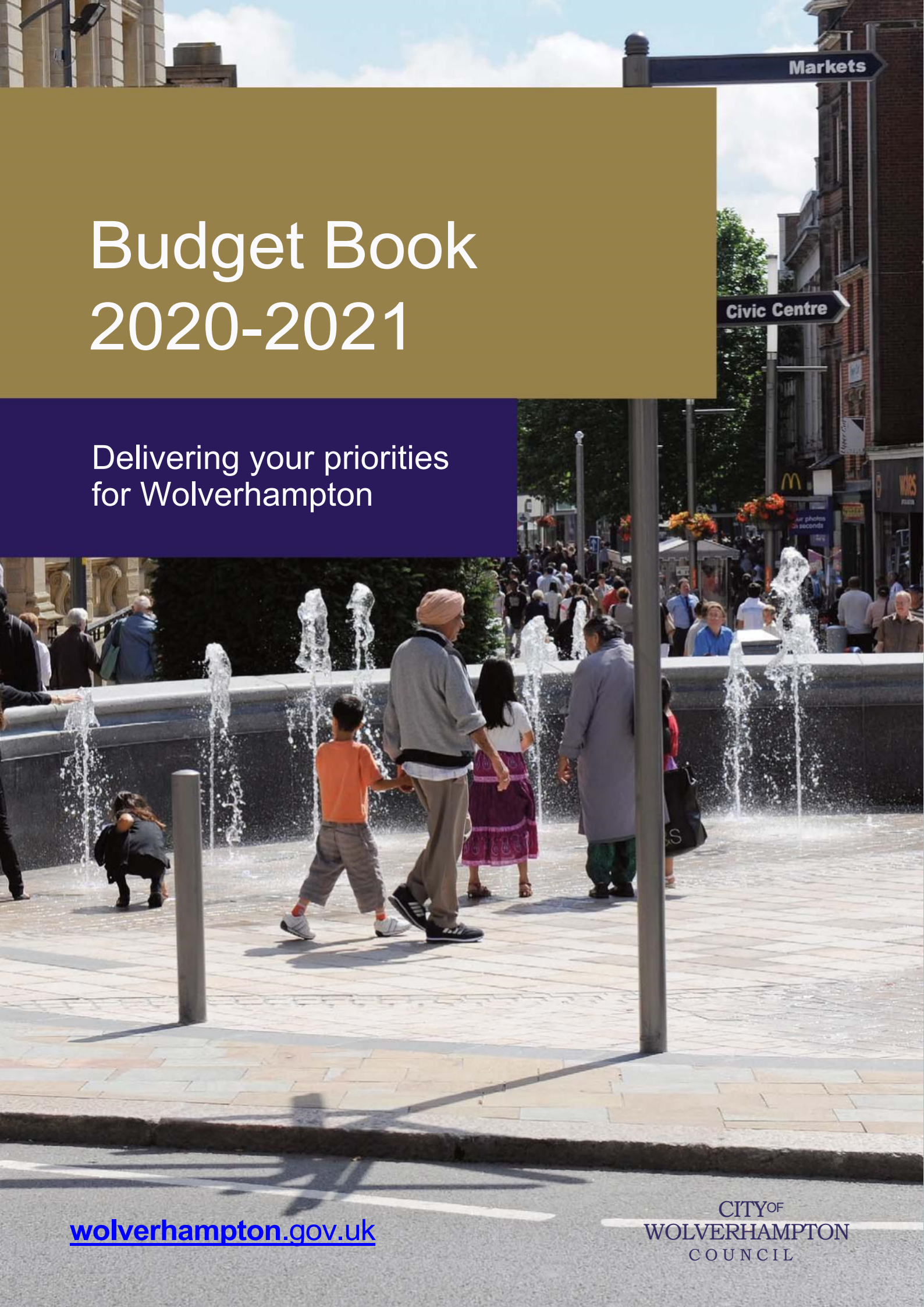


# Budget Book 2020-2021

Delivering your priorities  
for Wolverhampton



**Budget Book 2020-2021**  
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**General Fund  
Revenue Budget Summary**

	<b>2020-2021 Approved Budget £000</b>
Adult Services	68,307
Children's Services	53,818
Chief Executive	183
City Assets and Housing	9,287
City Environment	27,581
Communications and External Relations	948
Deputy Chief Executive	4,684
Education and Skills	271
Finance	14,026
Governance	6,078
Public Health and Wellbeing	776
Regeneration	6,282
Strategy	7,234
<b>Net Service Budget Requirement for the Year</b>	<b>199,475</b>
<b>Net Corporate Accounts</b>	<b>48,748</b>
<b>Net Expenditure Requirement</b>	<b>248,223</b>
<b>Corporate Resources</b>	
Council Tax (including Adult Social Care Precept)	(108,843)
Enterprise Zone Business Rates (including use of related reserve)	(2,700)
Top Up Grant	(26,578)
Business Rates (net of WMCA growth payment and Collection Fund deficit)	(73,769)
New Homes Bonus	(1,614)
Section 31 Grant - Business Rates support	(11,703)
Improved Better Care Fund	(12,947)
Winter Pressures - Adult Social Care	(1,376)
Social Care Grant	(8,693)
	<b>(248,223)</b>
	<b>-</b>

## Deputy Chief Executive

### Adult Services

	2019-2020	2020-2021
	Revised Budget £000	Approved Budget £000
<b>Adult Services</b>		
Adults Assessment and Care Management MASH	548	535
Business Support	-	40
Carer Support	833	839
Emergency Duty Team	330	317
Community Financial Support	1,582	1,534
Community Support	802	809
Learning Disability Provider	4,773	4,436
Learning Disabilities Care Purchasing	16,736	20,959
Adults Assessment & Care Management North	2,436	1,309
Adults Assessment & Care Management West	1,211	1,183
Adults Assessment & Care Management East	2,209	2,136
Mental Health Assessment & Care Management	4,832	5,227
Older People Care Purchasing	20,289	21,990
Older People Provider Services	4,413	4,328
Independent Living Service	1,818	1,788
Physical Disabilities Care Purchasing	4,411	4,915
Quality Assurance and Policies	369	364
Director of Adults services and Additional Monies	(5,851)	(6,324)
Strategic Commissioning - Adults	2,091	1,922
<b>Total Adult Services</b>	<b>63,832</b>	<b>68,307</b>

## Adult Services

### Adults Assessment and Care Management MASH

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	541	528
Direct Employee Costs	<u>541</u>	<u>528</u>
Controllable Expenditure - Other		
Transport	2	2
Supplies & Services	5	5
Controllable Expenditure - Other	<u>7</u>	<u>7</u>
<b>Total Expenditure</b>	<u><b>548</b></u>	<u><b>535</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><u><b>548</b></u></u>	<u><u><b>535</b></u></u>

**Adult Services**

**Business Support**

<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
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**Expenditure**

Controllable Expenditure - Other

Support Services

Controllable Expenditure - Other

**Total Expenditure**

**Net Expenditure/(Income) for the Year**

-	40
-	40
-	<b>40</b>
-	<b>40</b>

## Adult Services

### Carer Support

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	318	324
Direct Employee Costs	<u>318</u>	<u>324</u>
Controllable Expenditure - Other		
Indirect Employee Costs	-	-
Premises	-	-
Transport	1	1
Supplies & Services	3	3
Third Party Payments	517	517
Controllable Expenditure - Other	<u>521</u>	<u>521</u>
<b>Total Expenditure</b>	<u><b>839</b></u>	<u><b>845</b></u>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(6)	(6)
Controllable Income	<u>(6)</u>	<u>(6)</u>
<b>Total Income</b>	<u><b>(6)</b></u>	<u><b>(6)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>833</b></u>	<u><b>839</b></u>

## Adult Services

### Emergency Duty Team

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	476	463
Direct Employee Costs	476	463
Controllable Expenditure - Other		
Indirect Employee Costs	13	13
Transport	2	2
Supplies & Services	1	1
Controllable Expenditure - Other	16	16
<b>Total Expenditure</b>	<b>492</b>	<b>479</b>
<b>Income</b>		
Controllable Income		
Recharges	(162)	(162)
Controllable Income	(162)	(162)
<b>Total Income</b>	<b>(162)</b>	<b>(162)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>330</b>	<b>317</b>



## Adult Services

### Community Financial Support

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,936	1,929
Direct Employee Costs	1,936	1,929
Controllable Expenditure - Other		
Indirect Employee Costs	7	7
Premises	-	-
Transport	9	9
Supplies & Services	24	24
Third Party Payments	43	43
Transfer Payments	12	12
Support Services	-	-
Controllable Expenditure - Other	95	95
<b>Total Expenditure</b>	<b>2,031</b>	<b>2,024</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(60)	(78)
Other Grants/Reimbursements and Contributions	(389)	(412)
Controllable Income	(449)	(490)
<b>Total Income</b>	<b>(449)</b>	<b>(490)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,582</b>	<b>1,534</b>

Adult Services

Community Support

2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
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**Expenditure**

Direct Employee Costs

Direct Employee Costs	141	148
Direct Employee Costs	<u>141</u>	<u>148</u>

Controllable Expenditure - Other

Indirect Employee Costs	1	1
Transport	1	1
Supplies & Services	1	1
Support Services	658	658
Controllable Expenditure - Other	<u>661</u>	<u>661</u>

**Total Expenditure**

<b>802</b>	<b>809</b>
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**Net Expenditure/(Income) for the Year**

<b>802</b>	<b>809</b>
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## Adult Services

### Learning Disability Provider

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	4,953	4,641
Direct Employee Costs	4,953	4,641
Controllable Expenditure - Other		
Indirect Employee Costs	156	131
Premises	43	43
Transport	25	25
Supplies & Services	132	132
Third Party Payments	10	10
Transfer Payments	-	-
Support Services	7	7
Controllable Expenditure - Other	373	348
<b>Total Expenditure</b>	<b>5,326</b>	<b>4,989</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(53)	(53)
Recharges	(500)	(500)
Controllable Income	(553)	(553)
<b>Total Income</b>	<b>(553)</b>	<b>(553)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>4,773</b>	<b>4,436</b>

## Adult Services

### Learning Disabilities Care Purchasing

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Controllable Expenditure - Other		
Transport	28	28
Third Party Payments	20,062	25,159
Transfer Payments	2,250	951
Support Services	201	201
Controllable Expenditure - Other	<u>22,541</u>	<u>26,339</u>
<b>Total Expenditure</b>	<b><u>22,541</u></b>	<b><u>26,339</u></b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(509)	(509)
Other Grants/Reimbursements and Contributions	(5,296)	(4,871)
Controllable Income	<u>(5,805)</u>	<u>(5,380)</u>
<b>Total Income</b>	<b><u>(5,805)</u></b>	<b><u>(5,380)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>16,736</u></b>	<b><u>20,959</u></b>

## Adult Services

### Adults Assessment & Care Management North

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,308	1,359
Direct Employee Costs	1,308	1,359
Controllable Expenditure - Other		
Indirect Employee Costs	3	3
Premises	34	34
Transport	12	12
Supplies & Services	25	25
Third Party Payments	1,100	600
Controllable Expenditure - Other	1,174	674
<b>Total Expenditure</b>	<b>2,482</b>	<b>2,033</b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(46)	(124)
Controllable Income	(46)	(124)
<b>Total Income</b>	<b>(46)</b>	<b>(124)</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	-	(600)
Transfer To/(From) Earmarked Reserves	-	(600)
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>-</b>	<b>(600)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>2,436</b>	<b>1,309</b>

## Adult Services

### Adults Assessment & Care Management West

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,192	1,164
Direct Employee Costs	<u>1,192</u>	<u>1,164</u>
Controllable Expenditure - Other		
Indirect Employee Costs	2	2
Premises	-	-
Transport	4	4
Supplies & Services	13	13
Third Party Payments	-	-
Controllable Expenditure - Other	<u>19</u>	<u>19</u>
<b>Total Expenditure</b>	<u><b>1,211</b></u>	<u><b>1,183</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><u><b>1,211</b></u></u>	<u><u><b>1,183</b></u></u>

## Adult Services

### Adults Assessment & Care Management East

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,909	2,824
Direct Employee Costs	2,909	2,824
Controllable Expenditure - Other		
Indirect Employee Costs	4	4
Premises	2	2
Transport	15	15
Supplies & Services	15	15
Third Party Payments	45	45
Controllable Expenditure - Other	81	81
<b>Total Expenditure</b>	<b>2,990</b>	<b>2,905</b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(231)	(219)
Recharges	(550)	(550)
Controllable Income	(781)	(769)
<b>Total Income</b>	<b>(781)</b>	<b>(769)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>2,209</b>	<b>2,136</b>

## Adult Services

### Mental Health Assessment & Care Management

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,273	1,239
Direct Employee Costs	1,273	1,239
Controllable Expenditure - Other		
Indirect Employee Costs	2	2
Premises	1	1
Transport	22	22
Supplies & Services	9	9
Third Party Payments	4,522	4,120
Transfer Payments	261	403
Controllable Expenditure - Other	4,817	4,557
<b>Total Expenditure</b>	<b>6,090</b>	<b>5,796</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(20)	(20)
Other Grants/Reimbursements and Contributions	(1,238)	(549)
Controllable Income	(1,258)	(569)
<b>Total Income</b>	<b>(1,258)</b>	<b>(569)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>4,832</b>	<b>5,227</b>



## Adult Services

### Older People Provider Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	3,127	3,026
Direct Employee Costs	3,127	3,026
Controllable Expenditure - Other		
Indirect Employee Costs	20	45
Premises	81	81
Transport	41	41
Supplies & Services	396	387
Third Party Payments	43	43
Support Services	711	711
Controllable Expenditure - Other	1,292	1,308
<b>Total Expenditure</b>	<b>4,419</b>	<b>4,334</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(6)	(6)
Other Grants/Reimbursements and Contributions	-	-
Controllable Income	(6)	(6)
<b>Total Income</b>	<b>(6)</b>	<b>(6)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>4,413</b>	<b>4,328</b>

## Adult Services

### Older People Care Purchasing

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Controllable Expenditure - Other		
Third Party Payments	34,114	35,859
Transfer Payments	1,080	1,036
Controllable Expenditure - Other	<u>35,194</u>	<u>36,895</u>
<b>Total Expenditure</b>	<b><u>35,194</u></b>	<b><u>36,895</u></b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	<u>(14,905)</u>	<u>(14,905)</u>
Controllable Income	<u>(14,905)</u>	<u>(14,905)</u>
<b>Total Income</b>	<b><u>(14,905)</u></b>	<b><u>(14,905)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>20,289</u></b>	<b><u>21,990</u></b>

## Adult Services

### Independent Living Service

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	781	751
Direct Employee Costs	781	751
Controllable Expenditure - Other		
Indirect Employee Costs	17	17
Premises	2	2
Transport	6	6
Supplies & Services	408	408
Third Party Payments	1,519	1,519
Controllable Expenditure - Other	1,952	1,952
<b>Total Expenditure</b>	<b>2,733</b>	<b>2,703</b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(224)	(224)
Recharges	(691)	(691)
Controllable Income	(915)	(915)
<b>Total Income</b>	<b>(915)</b>	<b>(915)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,818</b>	<b>1,788</b>

## Adult Services

### Physical Disabilities Care Purchasing

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Controllable Expenditure - Other		
Supplies & Services	16	16
Third Party Payments	3,967	4,073
Transfer Payments	2,380	2,778
Support Services	166	166
Controllable Expenditure - Other	<u>6,529</u>	<u>7,033</u>
<b>Total Expenditure</b>	<b><u>6,529</u></b>	<b><u>7,033</u></b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(450)	(450)
Other Grants/Reimbursements and Contributions	<u>(1,668)</u>	<u>(1,668)</u>
Controllable Income	<u>(2,118)</u>	<u>(2,118)</u>
<b>Total Income</b>	<b><u>(2,118)</u></b>	<b><u>(2,118)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>4,411</u></b>	<b><u>4,915</u></b>

## Adult Services

### Quality Assurance and Policies

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	367	362
Direct Employee Costs	<u>367</u>	<u>362</u>
Controllable Expenditure - Other		
Transport	2	2
Controllable Expenditure - Other	<u>2</u>	<u>2</u>
<b>Total Expenditure</b>	<u><b>369</b></u>	<u><b>364</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>369</b></u>	<u><b>364</b></u>

## Adult Services

### Director of Adults services and Additional Monies

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	657	620
Direct Employee Costs	657	620
Controllable Expenditure - Other		
Indirect Employee Costs	2	2
Premises	3	3
Transport	3	3
Supplies & Services	98	51
Third Party Payments	396	-
Transfer Payments	-	7
Controllable Expenditure - Other	502	66
<b>Total Expenditure</b>	<b>1,159</b>	<b>686</b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(7,010)	(7,010)
Controllable Income	(7,010)	(7,010)
<b>Total Income</b>	<b>(7,010)</b>	<b>(7,010)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>(5,851)</b>	<b>(6,324)</b>

## Adult Services

### Strategic Commissioning Adults

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	942	773
Direct Employee Costs	942	773
Controllable Expenditure - Other		
Indirect Employee Costs	-	-
Premises	1	1
Transport	6	6
Supplies & Services	116	116
Third Party Payments	1,307	1,307
Transfer Payments	55	55
Support Services	134	134
Controllable Expenditure - Other	1,619	1,619
<b>Total Expenditure</b>	<b>2,561</b>	<b>2,392</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(85)	(85)
Other Grants/Reimbursements and Contributions	(12)	(12)
Recharges	(373)	(373)
Controllable Income	(470)	(470)
<b>Total Income</b>	<b>(470)</b>	<b>(470)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>2,091</b>	<b>1,922</b>

## Deputy Chief Executive

### Children's Services

	2019-2020	2020-2021
	Revised Budget £000	Approved Budget £000
<b>Children's Services</b>		
Headstart	-	-
Inclusion Support	1,206	1,177
Children & Young People In Care	30,799	31,382
Director of Children's Services	1,056	1,278
Strengthening Families	11,353	11,283
Safeguarding	2,918	2,861
Specialist Support	2,818	2,792
Youth Offending	1,136	1,123
Strategic Commissioning - Childrens	2,091	1,922
<b>Total Children's Services</b>	<b>53,377</b>	<b>53,818</b>



## Children's Services

### Headstart

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,047	619
Direct Employee Costs	1,047	619
Controllable Expenditure - Other		
Indirect Employee Costs	18	30
Premises	97	75
Transport	9	6
Supplies & Services	846	49
Third Party Payments	707	882
Support Services	199	83
Controllable Expenditure - Other	1,876	1,125
<b>Total Expenditure</b>	<b>2,923</b>	<b>1,744</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(35)	-
Specific Government Grants	(2,875)	(1,744)
Other Grants/Reimbursements and Contributions	(3)	-
Recharges	(10)	-
Controllable Income	(2,923)	(1,744)
<b>Total Income</b>	<b>(2,923)</b>	<b>(1,744)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>-</b>	<b>-</b>

## Children's Services

### Inclusion Support

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,956	2,971
Direct Employee Costs	2,956	2,971
Controllable Expenditure - Other		
Indirect Employee Costs	20	20
Premises	-	-
Transport	13	13
Supplies & Services	865	845
Third Party Payments	850	850
Support Services	347	367
Controllable Expenditure - Other	2,095	2,095
<b>Total Expenditure</b>	<b>5,051</b>	<b>5,066</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(747)	(747)
Specific Government Grants	(2,054)	(2,054)
Other Grants/Reimbursements and Contributions	(851)	(851)
Recharges	(193)	(237)
Controllable Income	(3,845)	(3,889)
<b>Total Income</b>	<b>(3,845)</b>	<b>(3,889)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,206</b>	<b>1,177</b>

## Children's Services

### Children & Young People In Care

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	9,035	9,428
Direct Employee Costs	9,035	9,428
Controllable Expenditure - Other		
Indirect Employee Costs	83	83
Premises	163	176
Transport	216	217
Supplies & Services	729	632
Third Party Payments	26,569	27,189
Transfer Payments	613	629
Support Services	3,058	3,063
Controllable Expenditure - Other	31,431	31,989
<b>Total Expenditure</b>	<b>40,466</b>	<b>41,417</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(595)	(595)
Other Grants/Reimbursements and Contributions	(5,149)	(5,337)
Recharges	(3,923)	(4,103)
Controllable Income	(9,667)	(10,035)
<b>Total Income</b>	<b>(9,667)</b>	<b>(10,035)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>30,799</b>	<b>31,382</b>

## Children's Services

### Director of Children's Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	422	493
Direct Employee Costs	422	493
Controllable Expenditure - Other		
Indirect Employee Costs	19	19
Transport	1	1
Supplies & Services	468	358
Third Party Payments	705	695
Support Services	1,298	1,656
Controllable Expenditure - Other	2,491	2,729
<b>Total Expenditure</b>	<b>2,913</b>	<b>3,222</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(1,857)	(1,944)
Controllable Income	(1,857)	(1,944)
<b>Total Income</b>	<b>(1,857)</b>	<b>(1,944)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,056</b>	<b>1,278</b>

## Children's Services

### Strengthening Families

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	10,712	10,586
Direct Employee Costs	10,712	10,586
Controllable Expenditure - Other		
Indirect Employee Costs	10	10
Premises	8	8
Transport	174	174
Supplies & Services	330	330
Third Party Payments	641	641
Transfer Payments	707	707
Support Services	87	87
Controllable Expenditure - Other	1,957	1,957
<b>Total Expenditure</b>	<b>12,669</b>	<b>12,543</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(195)	(195)
Other Grants/Reimbursements and Contributions	(128)	(109)
Recharges	(993)	(956)
Controllable Income	(1,316)	(1,260)
<b>Total Income</b>	<b>(1,316)</b>	<b>(1,260)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>11,353</b>	<b>11,283</b>

## Children's Services

### Safeguarding

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,253	2,175
Direct Employee Costs	2,253	2,175
Controllable Expenditure - Other		
Indirect Employee Costs	40	40
Premises	3	3
Transport	32	32
Supplies & Services	858	821
Third Party Payments	25	25
Support Services	151	151
Controllable Expenditure - Other	1,109	1,072
<b>Total Expenditure</b>	<b>3,362</b>	<b>3,247</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(36)	(36)
Specific Government Grants	(28)	(28)
Other Grants/Reimbursements and Contributions	(232)	(181)
Recharges	(148)	(141)
Controllable Income	(444)	(386)
<b>Total Income</b>	<b>(444)</b>	<b>(386)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>2,918</b>	<b>2,861</b>

## Children's Services

### Specialist Support

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	3,109	3,323
Direct Employee Costs	3,109	3,323
Controllable Expenditure - Other		
Indirect Employee Costs	4	7
Premises	28	28
Transport	30	33
Supplies & Services	444	580
Third Party Payments	301	301
Support Services	36	67
Controllable Expenditure - Other	843	1,016
<b>Total Expenditure</b>	<b>3,952</b>	<b>4,339</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(40)	(40)
Recharges	(1,094)	(1,507)
Controllable Income	(1,134)	(1,547)
<b>Total Income</b>	<b>(1,134)</b>	<b>(1,547)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>2,818</b>	<b>2,792</b>

## Children's Services

### Youth Offending

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,635	1,622
Direct Employee Costs	1,635	1,622
Controllable Expenditure - Other		
Premises	-	-
Transport	18	18
Supplies & Services	50	50
Controllable Expenditure - Other	68	68
<b>Total Expenditure</b>	<b>1,703</b>	<b>1,690</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(538)	(538)
Other Grants/Reimbursements and Contributions	(29)	(29)
Recharges	-	-
Controllable Income	(567)	(567)
<b>Total Income</b>	<b>(567)</b>	<b>(567)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,136</b>	<b>1,123</b>



## Children's Services

### Strategic Commissioning - Childrens

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	942	773
Direct Employee Costs	942	773
Controllable Expenditure - Other		
Indirect Employee Costs	-	-
Premises	1	1
Transport	6	6
Supplies & Services	116	116
Third Party Payments	1,307	1,307
Transfer Payments	55	55
Support Services	134	134
Controllable Expenditure - Other	1,619	1,619
<b>Total Expenditure</b>	<b>2,561</b>	<b>2,392</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(85)	(85)
Other Grants/Reimbursements and Contributions	(12)	(12)
Recharges	(373)	(373)
Controllable Income	(470)	(470)
<b>Total Income</b>	<b>(470)</b>	<b>(470)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>2,091</b>	<b>1,922</b>

**Chief Executive**

**Chief Executive**

**2019-2020**      **2020-2021**

**Revised  
Budget  
£000**

**Approved  
Budget  
£000**

**Chief Executive**  
Chief Executive  
**Total Chief Executive**

	177	183
	<b>177</b>	<b>183</b>

Chief Executive

Chief Executive

2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
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**Expenditure**

Direct Employee Costs

Direct Employee Costs  
Direct Employee Costs

177 183

177 183

**Total Expenditure**

**177 183**

**Net Expenditure/(Income) for the Year**

**177 183**

Chief Executive

City Assets & Housing

	2019-2020	2020-2021
	Revised Budget £000	Approved Budget £000
<b>City Assets &amp; Housing</b>		
Corporate Asset Management	7,969	7,848
Capital Programme	(200)	70
Catering	(89)	(89)
Cleaning	1,464	1,404
Corporate Landlord Support	170	162
Estates and Valuations	(4,341)	(4,185)
Facilities Management	830	1,087
Head of Corporate Landlord	113	96
Housing	975	917
Maintenance Programme	1,997	1,977
<b>Total City Assets &amp; Housing</b>	<b>8,888</b>	<b>9,287</b>

## City Assets & Housing

### Corporate Asset Management

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	384	380
Direct Employee Costs	384	380
Controllable Expenditure - Other		
Indirect Employee Costs	-	-
Premises	7,635	7,518
Transport	1	1
Supplies & Services	73	23
Controllable Expenditure - Other	7,709	7,542
<b>Total Expenditure</b>	<b>8,093</b>	<b>7,922</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(10)	(10)
Recharges	(64)	(64)
Controllable Income	(74)	(74)
<b>Total Income</b>	<b>(74)</b>	<b>(74)</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	(50)	-
Transfer To/(From) Earmarked Reserves	(50)	-
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>(50)</b>	<b>-</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>7,969</b>	<b>7,848</b>

## City Assets & Housing

### Capital Programme

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,341	922
Direct Employee Costs	<u>1,341</u>	<u>922</u>
Controllable Expenditure - Other		
Transport	21	7
Supplies & Services	52	67
Controllable Expenditure - Other	<u>73</u>	<u>74</u>
<b>Total Expenditure</b>	<u><b>1,414</b></u>	<u><b>996</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(275)	-
Recharges	(1,339)	(926)
Controllable Income	<u>(1,614)</u>	<u>(926)</u>
<b>Total Income</b>	<u><b>(1,614)</b></u>	<u><b>(926)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>(200)</b></u>	<u><b>70</b></u>

## City Assets & Housing

### Catering

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	3,891	1,691
Direct Employee Costs	3,891	1,691
Controllable Expenditure - Other		
Indirect Employee Costs	151	26
Premises	96	22
Transport	22	11
Supplies & Services	2,559	1,236
Third Party Payments	1	-
Support Services	5	-
Controllable Expenditure - Other	2,834	1,295
<b>Total Expenditure</b>	<b>6,725</b>	<b>2,986</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(3,209)	(814)
Specific Government Grants	(5)	-
Other Grants/Reimbursements and Contributions	(4)	-
Recharges	(3,646)	(2,261)
Controllable Income	(6,864)	(3,075)
<b>Total Income</b>	<b>(6,864)</b>	<b>(3,075)</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	50	-
Transfer To/(From) Earmarked Reserves	50	-
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>50</b>	<b>-</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>(89)</b>	<b>(89)</b>

## City Assets & Housing

### Cleaning

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	4,331	3,928
Direct Employee Costs	4,331	3,928
Controllable Expenditure - Other		
Indirect Employee Costs	90	90
Premises	85	85
Transport	13	13
Supplies & Services	61	61
Controllable Expenditure - Other	249	249
<b>Total Expenditure</b>	<b>4,580</b>	<b>4,177</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(1,443)	(1,184)
Recharges	(1,673)	(1,589)
Controllable Income	(3,116)	(2,773)
<b>Total Income</b>	<b>(3,116)</b>	<b>(2,773)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,464</b>	<b>1,404</b>



## City Assets & Housing

### Corporate Landlord Support

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	169	162
Direct Employee Costs	<u>169</u>	<u>162</u>
Controllable Expenditure - Other		
Indirect Employee Costs	1	-
Controllable Expenditure - Other	<u>1</u>	<u>-</u>
<b>Total Expenditure</b>	<u><b>170</b></u>	<u><b>162</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><u><b>170</b></u></u>	<u><u><b>162</b></u></u>

## City Assets & Housing

### Estates and Valuations

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	279	277
Direct Employee Costs	279	277
Controllable Expenditure - Other		
Indirect Employee Costs	-	-
Premises	11	10
Transport	2	2
Supplies & Services	74	73
Third Party Payments	11	11
Support Services	8	8
Controllable Expenditure - Other	106	104
<b>Total Expenditure</b>	<b>385</b>	<b>381</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(4,726)	(4,566)
Controllable Income	(4,726)	(4,566)
<b>Total Income</b>	<b>(4,726)</b>	<b>(4,566)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>(4,341)</b>	<b>(4,185)</b>

## City Assets & Housing

### Facilities Management

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,128	1,117
Direct Employee Costs	<u>1,128</u>	<u>1,117</u>
Controllable Expenditure - Other		
Indirect Employee Costs	-	-
Premises	675	596
Transport	28	28
Supplies & Services	461	449
Third Party Payments	15	11
Support Services	13	13
Controllable Expenditure - Other	<u>1,192</u>	<u>1,097</u>
<b>Total Expenditure</b>	<u><b>2,320</b></u>	<u><b>2,214</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(682)	(441)
Other Grants/Reimbursements and Contributions	(340)	(218)
Recharges	(468)	(468)
Controllable Income	<u>(1,490)</u>	<u>(1,127)</u>
<b>Total Income</b>	<u><b>(1,490)</b></u>	<u><b>(1,127)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>830</b></u>	<u><b>1,087</b></u>

**City Assets & Housing**

**Head of Corporate Landlord**

<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
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**Expenditure**

Direct Employee Costs

Direct Employee Costs  
Direct Employee Costs

113 96

113 96

**Total Expenditure**

**113 96**

**Net Expenditure/(Income) for the Year**

**113 96**

## City Assets & Housing

### Housing

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,968	1,940
Direct Employee Costs	1,968	1,940
Controllable Expenditure - Other		
Premises	6	6
Transport	12	12
Supplies & Services	9	9
Third Party Payments	1,758	1,758
Support Services	255	273
Controllable Expenditure - Other	2,040	2,058
<b>Total Expenditure</b>	<b>4,008</b>	<b>3,998</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(368)	(368)
Specific Government Grants	(928)	(934)
Other Grants/Reimbursements and Contributions	(363)	(381)
Recharges	(1,374)	(1,398)
Controllable Income	(3,033)	(3,081)
<b>Total Income</b>	<b>(3,033)</b>	<b>(3,081)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>975</b>	<b>917</b>

**City Assets & Housing**

**Maintenance Programme**

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	858	838
Direct Employee Costs	858	838
Controllable Expenditure - Other		
Premises	1,272	1,287
Transport	16	3
Supplies & Services	49	47
Controllable Expenditure - Other	1,337	1,337
<b>Total Expenditure</b>	<b>2,195</b>	<b>2,175</b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(14)	-
Recharges	(184)	(198)
Controllable Income	(198)	(198)
<b>Total Income</b>	<b>(198)</b>	<b>(198)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,997</b>	<b>1,977</b>

## Deputy Chief Executive

### City Environment

	2019-2020	2020-2021
	Revised Budget £000	Approved Budget £000
<b>City Environment</b>		
Black Country Transport	41	30
Bereavement Services	(2,091)	(2,099)
City Events	373	384
Customer Services	2,043	1,884
Coroners Service	223	223
Energy and Sustainability	168	163
Environmental Services	6,282	6,192
Fleet Services	1,725	1,708
Highways Maintenance	1,574	1,565
Landscaping	31	30
Licensing	183	-
Markets	(600)	(614)
Operation & Maintenance of Existing Network	1,019	972
Parking Services	(3,474)	(2,963)
Public Protection	1,967	1,911
Register Office	(52)	(58)
Director of City Environment	204	204
Street Lighting	2,691	2,867
Transportation	4,222	4,729
Waste Commercial Services	4,529	4,522
Waste and Recycling	5,071	5,931
<b>Total City Environment</b>	<b>26,129</b>	<b>27,581</b>

City Environment

Black Country Transport

2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
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**Expenditure**

Direct Employee Costs

Direct Employee Costs  
Direct Employee Costs

152	153
<u>152</u>	<u>153</u>

**Total Expenditure**

<u><b>152</b></u>	<u><b>153</b></u>
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**Income**

Controllable Income

Fees and Charges  
Controllable Income

<u>(111)</u>	<u>(123)</u>
<u>(111)</u>	<u>(123)</u>

**Total Income**

<u><b>(111)</b></u>	<u><b>(123)</b></u>
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**Net Expenditure/(Income) for the Year**

<u><u><b>41</b></u></u>	<u><u><b>30</b></u></u>
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## City Environment

### Bereavement Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,166	1,198
Direct Employee Costs	1,166	1,198
Controllable Expenditure - Other		
Indirect Employee Costs	1	1
Premises	204	204
Transport	35	35
Supplies & Services	144	144
Third Party Payments	53	53
Controllable Expenditure - Other	437	437
<b>Total Expenditure</b>	<b>1,603</b>	<b>1,635</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(3,694)	(3,734)
Interest	-	-
Controllable Income	(3,694)	(3,734)
<b>Total Income</b>	<b>(3,694)</b>	<b>(3,734)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>(2,091)</b>	<b>(2,099)</b>

## City Environment

### City Events

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	468	471
Direct Employee Costs	468	471
Controllable Expenditure - Other		
Premises	73	73
Transport	70	70
Supplies & Services	745	733
Third Party Payments	2	2
Controllable Expenditure - Other	890	878
<b>Total Expenditure</b>	<b>1,358</b>	<b>1,349</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(965)	(965)
Interest	-	-
Controllable Income	(965)	(965)
<b>Total Income</b>	<b>(965)</b>	<b>(965)</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	(20)	-
Transfer To/(From) Earmarked Reserves	(20)	-
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>(20)</b>	<b>-</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>373</b>	<b>384</b>

## City Environment

### Customer Services

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,285	2,513
Direct Employee Costs	<u>2,285</u>	<u>2,513</u>
Controllable Expenditure - Other		
Indirect Employee Costs	9	9
Premises	5	5
Transport	5	5
Supplies & Services	63	65
Controllable Expenditure - Other	<u>82</u>	<u>84</u>
<b>Total Expenditure</b>	<u><b>2,367</b></u>	<u><b>2,597</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(30)	(30)
Recharges	(294)	(683)
Controllable Income	<u>(324)</u>	<u>(713)</u>
<b>Total Income</b>	<u><b>(324)</b></u>	<u><b>(713)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>2,043</b></u>	<u><b>1,884</b></u>

## City Environment

### Coroners Service

<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
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#### **Expenditure**

Controllable Expenditure - Other

Supplies & Services

147

147

Third Party Payments

76

76

Controllable Expenditure - Other

223

223

#### **Total Expenditure**

**223**

**223**

#### **Net Expenditure/(Income) for the Year**

**223**

**223**

## City Environment

### Energy and Sustainability

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	165	160
Direct Employee Costs	<u>165</u>	<u>160</u>
Controllable Expenditure - Other		
Premises	-	-
Transport	3	3
Controllable Expenditure - Other	<u>3</u>	<u>3</u>
<b>Total Expenditure</b>	<u><b>168</b></u>	<u><b>163</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>168</b></u>	<u><b>163</b></u>

**City Environment**  
**Environmental Services**

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	5,074	4,984
Direct Employee Costs	5,074	4,984
Controllable Expenditure - Other		
Indirect Employee Costs	40	40
Premises	719	719
Transport	291	291
Supplies & Services	525	525
Third Party Payments	308	308
Support Services	8	8
Controllable Expenditure - Other	1,891	1,891
<b>Total Expenditure</b>	<b>6,965</b>	<b>6,875</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(648)	(648)
Other Grants/Reimbursements and Contributions	(7)	(7)
Recharges	(28)	(28)
Controllable Income	(683)	(683)
<b>Total Income</b>	<b>(683)</b>	<b>(683)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>6,282</b>	<b>6,192</b>

## City Environment

### Fleet Services

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	957	940
Direct Employee Costs	<u>957</u>	<u>940</u>
Controllable Expenditure - Other		
Indirect Employee Costs	1	1
Premises	2	2
Transport	1,080	1,080
Supplies & Services	725	725
Controllable Expenditure - Other	<u>1,808</u>	<u>1,808</u>
<b>Total Expenditure</b>	<u><b>2,765</b></u>	<u><b>2,748</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(935)	(935)
Recharges	(105)	(105)
Controllable Income	<u>(1,040)</u>	<u>(1,040)</u>
<b>Total Income</b>	<u><b>(1,040)</b></u>	<u><b>(1,040)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>1,725</b></u>	<u><b>1,708</b></u>

**City Environment**  
**Highways Maintenance**

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	942	933
Direct Employee Costs	942	933
Controllable Expenditure - Other		
Indirect Employee Costs	18	18
Premises	920	920
Transport	105	105
Supplies & Services	292	292
Third Party Payments	112	112
Controllable Expenditure - Other	1,447	1,447
<b>Total Expenditure</b>	<b>2,389</b>	<b>2,380</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(3)	(3)
Recharges	(812)	(812)
Controllable Income	(815)	(815)
<b>Total Income</b>	<b>(815)</b>	<b>(815)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,574</b>	<b>1,565</b>



## City Environment

### Landscaping

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	185	211
Direct Employee Costs	<u>185</u>	<u>211</u>
Controllable Expenditure - Other		
Premises	2	2
Transport	1	1
Supplies & Services	4	4
Controllable Expenditure - Other	<u>7</u>	<u>7</u>
<b>Total Expenditure</b>	<u><b>192</b></u>	<u><b>218</b></u>
<b>Income</b>		
Controllable Income		
Recharges	(161)	(188)
Controllable Income	<u>(161)</u>	<u>(188)</u>
<b>Total Income</b>	<u><b>(161)</b></u>	<u><b>(188)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>31</b></u>	<u><b>30</b></u>

## City Environment

### Licensing

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,988	1,904
Direct Employee Costs	<u>1,988</u>	<u>1,904</u>
Controllable Expenditure - Other		
Transport	-	-
Supplies & Services	327	327
Support Services	2,563	3,379
Controllable Expenditure - Other	<u>2,890</u>	<u>3,706</u>
<b>Total Expenditure</b>	<u><b>4,878</b></u>	<u><b>5,610</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(3,234)	(3,658)
Recharges	(1,461)	(1,952)
Controllable Income	<u>(4,695)</u>	<u>(5,610)</u>
<b>Total Income</b>	<u><b>(4,695)</b></u>	<u><b>(5,610)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>183</b></u>	<u><b>-</b></u>

## City Environment

### Markets

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	595	580
Direct Employee Costs	595	580
Controllable Expenditure - Other		
Indirect Employee Costs	43	43
Premises	135	135
Transport	12	12
Supplies & Services	76	76
Third Party Payments	122	122
Support Services	576	577
Controllable Expenditure - Other	964	965
<b>Total Expenditure</b>	<b>1,559</b>	<b>1,545</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(1,597)	(1,597)
Recharges	(562)	(562)
Controllable Income	(2,159)	(2,159)
<b>Total Income</b>	<b>(2,159)</b>	<b>(2,159)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>(600)</b>	<b>(614)</b>

## City Environment

### Operation & Maintenance of Existing Network

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,375	1,328
Direct Employee Costs	1,375	1,328
Controllable Expenditure - Other		
Indirect Employee Costs	5	5
Transport	10	10
Supplies & Services	1,479	1,479
Third Party Payments	260	260
Controllable Expenditure - Other	1,754	1,754
<b>Total Expenditure</b>	<b>3,129</b>	<b>3,082</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(1,694)	(1,694)
Specific Government Grants	(30)	(30)
Other Grants/Reimbursements and Contributions	(386)	(386)
Controllable Income	(2,110)	(2,110)
<b>Total Income</b>	<b>(2,110)</b>	<b>(2,110)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,019</b>	<b>972</b>

## City Environment

### Parking Services

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	829	835
Direct Employee Costs	<u>829</u>	<u>835</u>
Controllable Expenditure - Other		
Premises	130	103
Transport	4	4
Supplies & Services	418	418
Third Party Payments	694	694
Controllable Expenditure - Other	<u>1,246</u>	<u>1,219</u>
<b>Total Expenditure</b>	<u><b>2,075</b></u>	<u><b>2,054</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(5,527)	(4,995)
Other Grants/Reimbursements and Contributions	(7)	(7)
Recharges	(15)	(15)
Controllable Income	<u>(5,549)</u>	<u>(5,017)</u>
<b>Total Income</b>	<u><b>(5,549)</b></u>	<u><b>(5,017)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><u><b>(3,474)</b></u></u>	<u><u><b>(2,963)</b></u></u>

## City Environment

### Public Protection

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,330	2,331
Direct Employee Costs	<u>2,330</u>	<u>2,331</u>
Controllable Expenditure - Other		
Transport	26	26
Supplies & Services	467	467
Third Party Payments	4	4
Controllable Expenditure - Other	<u>497</u>	<u>497</u>
<b>Total Expenditure</b>	<u><b>2,827</b></u>	<u><b>2,828</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(459)	(459)
Recharges	(401)	(458)
Controllable Income	<u>(860)</u>	<u>(917)</u>
<b>Total Income</b>	<u><b>(860)</b></u>	<u><b>(917)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><u><b>1,967</b></u></u>	<u><u><b>1,911</b></u></u>

## City Environment

### Register Office

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	387	381
Direct Employee Costs	<u>387</u>	<u>381</u>
Controllable Expenditure - Other		
Premises	-	-
Transport	-	-
Supplies & Services	10	10
Controllable Expenditure - Other	<u>10</u>	<u>10</u>
<b>Total Expenditure</b>	<u><b>397</b></u>	<u><b>391</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(449)	(449)
Controllable Income	<u>(449)</u>	<u>(449)</u>
<b>Total Income</b>	<u><b>(449)</b></u>	<u><b>(449)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>(52)</b></u>	<u><b>(58)</b></u>

## City Environment

### Director of City Environment

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	203	203
Direct Employee Costs	<u>203</u>	<u>203</u>
Controllable Expenditure - Other		
Transport	-	-
Supplies & Services	1	1
Controllable Expenditure - Other	<u>1</u>	<u>1</u>
<b>Total Expenditure</b>	<u><b>204</b></u>	<u><b>204</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>204</b></u>	<u><b>204</b></u>



## City Environment

### Street Lighting

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	562	567
Direct Employee Costs	<u>562</u>	<u>567</u>
Controllable Expenditure - Other		
Indirect Employee Costs	1	1
Premises	1,708	1,879
Transport	22	22
Supplies & Services	367	367
Third Party Payments	104	104
Controllable Expenditure - Other	<u>2,202</u>	<u>2,373</u>
<b>Total Expenditure</b>	<u><b>2,764</b></u>	<u><b>2,940</b></u>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(73)	(73)
Controllable Income	<u>(73)</u>	<u>(73)</u>
<b>Total Income</b>	<u><b>(73)</b></u>	<u><b>(73)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>2,691</b></u>	<u><b>2,867</b></u>

## City Environment

### Transportation

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	3,741	3,878
Direct Employee Costs	3,741	3,878
Controllable Expenditure - Other		
Indirect Employee Costs	8	8
Premises	2	2
Transport	1,631	2,001
Supplies & Services	626	626
Third Party Payments	123	123
Support Services	1,059	1,059
Controllable Expenditure - Other	3,449	3,819
<b>Total Expenditure</b>	<b>7,190</b>	<b>7,697</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(302)	(302)
Other Grants/Reimbursements and Contributions	(442)	(442)
Recharges	(2,224)	(2,224)
Controllable Income	(2,968)	(2,968)
<b>Total Income</b>	<b>(2,968)</b>	<b>(2,968)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>4,222</b>	<b>4,729</b>

## City Environment

### Waste Commercial Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	602	624
Direct Employee Costs	602	624
Controllable Expenditure - Other		
Supplies & Services	36	36
Third Party Payments	10,852	11,158
Controllable Expenditure - Other	10,888	11,194
<b>Total Expenditure</b>	<b>11,490</b>	<b>11,818</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(3,115)	(3,200)
Other Grants/Reimbursements and Contributions	(3,846)	(4,096)
Controllable Income	(6,961)	(7,296)
<b>Total Income</b>	<b>(6,961)</b>	<b>(7,296)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>4,529</b>	<b>4,522</b>

## City Environment

### Waste and Recycling

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	4,258	5,118
Direct Employee Costs	<u>4,258</u>	<u>5,118</u>
Controllable Expenditure - Other		
Indirect Employee Costs	30	30
Premises	30	30
Transport	666	666
Supplies & Services	33	33
Third Party Payments	50	50
Support Services	4	4
Controllable Expenditure - Other	<u>813</u>	<u>813</u>
<b>Total Expenditure</b>	<u><b>5,071</b></u>	<u><b>5,931</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>5,071</b></u>	<u><b>5,931</b></u>

Chief Executive

Communications and External Relations

	2019-2020	2020-2021
	Revised Budget £000	Approved Budget £000
Communications and External Relations		
Communications	1,061	948
<b>Total Communications and External Relations</b>	<b>1,061</b>	<b>948</b>

## Communications and External Relations

### Communications

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	991	980
Direct Employee Costs	991	980
Controllable Expenditure - Other		
Indirect Employee Costs	5	5
Transport	3	3
Supplies & Services	126	96
Controllable Expenditure - Other	134	104
<b>Total Expenditure</b>	<b>1,125</b>	<b>1,084</b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(14)	(64)
Recharges	(50)	(72)
Controllable Income	(64)	(136)
<b>Total Income</b>	<b>(64)</b>	<b>(136)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,061</b>	<b>948</b>

**Deputy Chief Executive**

**Deputy Chief Executive**

**2019-2020**      **2020-2021**

**Revised  
Budget  
£000**      **Approved  
Budget  
£000**

**Deputy Chief Executive**

Business Change	2,710	2,526
Deputy Chief Executive	198	196
Digital Transformation Programme	88	88
Human Resources	1,821	1,711
Service Improvement	141	163
<b>Total Deputy Chief Executive</b>	<b>4,958</b>	<b>4,684</b>

## Deputy Chief Executive

### Business Change

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,686	2,501
Direct Employee Costs	<u>2,686</u>	<u>2,501</u>
Controllable Expenditure - Other		
Indirect Employee Costs	-	1
Transport	3	3
Supplies & Services	91	91
Controllable Expenditure - Other	<u>94</u>	<u>95</u>
<b>Total Expenditure</b>	<u><b>2,780</b></u>	<u><b>2,596</b></u>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(33)	(33)
Recharges	(37)	(37)
Controllable Income	<u>(70)</u>	<u>(70)</u>
<b>Total Income</b>	<u><b>(70)</b></u>	<u><b>(70)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>2,710</b></u>	<u><b>2,526</b></u>



Deputy Chief Executive

Deputy Chief Executive

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	198	196
Direct Employee Costs	198	196
<b>Total Expenditure</b>	<b>198</b>	<b>196</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>198</b>	<b>196</b>

Deputy Chief Executive

Digital Transformation Programme

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Controllable Expenditure - Other		
Supplies & Services	88	88
Controllable Expenditure - Other	88	88
<b>Total Expenditure</b>	<b>88</b>	<b>88</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>88</b>	<b>88</b>

## Deputy Chief Executive

### Human Resources

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,823	1,717
Direct Employee Costs	<u>1,823</u>	<u>1,717</u>
Controllable Expenditure - Other		
Indirect Employee Costs	20	20
Transport	4	4
Supplies & Services	169	169
Controllable Expenditure - Other	<u>193</u>	<u>193</u>
<b>Total Expenditure</b>	<b><u>2,016</u></b>	<b><u>1,910</u></b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(32)	(32)
Recharges	(163)	(167)
Controllable Income	<u>(195)</u>	<u>(199)</u>
<b>Total Income</b>	<b><u>(195)</u></b>	<b><u>(199)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>1,821</u></b>	<b><u>1,711</u></b>

## Deputy Chief Executive

### Service Improvement

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	141	163
Direct Employee Costs	<u>141</u>	<u>163</u>
<b>Total Expenditure</b>	<u><b>141</b></u>	<u><b>163</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><u><b>141</b></u></u>	<u><u><b>163</b></u></u>

## Deputy Chief Executive

### Education and Skills

	2019-2020	2020-2021
	Revised Budget £000	Approved Budget £000
<b>Education and Skills</b>		
Early Years	299	293
Central Education	(1,264)	(1,207)
Director of Education	331	262
Schools	-	-
School Improvement	964	964
Special Educational Needs	(240)	(299)
School Organisation	403	258
<b>Total Education and Skills</b>	<b>493</b>	<b>271</b>

## Education and Skills

### Early Years

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	280	427
Direct Employee Costs	280	427
Controllable Expenditure - Other		
Indirect Employee Costs	10	10
Premises	3	3
Transport	3	3
Supplies & Services	4,484	4,156
Third Party Payments	7,906	6,245
Controllable Expenditure - Other	12,406	10,417
<b>Total Expenditure</b>	<b>12,686</b>	<b>10,844</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(12,387)	(10,551)
Controllable Income	(12,387)	(10,551)
<b>Total Income</b>	<b>(12,387)</b>	<b>(10,551)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>299</b>	<b>293</b>

## Education and Skills

### Central Education

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Controllable Expenditure - Other		
Supplies & Services	7,696	6,664
Accounting Transaction	-	-
Controllable Expenditure - Other	7,696	6,664
<b>Total Expenditure</b>	<b>7,696</b>	<b>6,664</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(8,918)	(7,871)
Other Grants/Reimbursements and Contributions	-	-
Recharges	-	-
Controllable Income	(8,918)	(7,871)
<b>Total Income</b>	<b>(8,918)</b>	<b>(7,871)</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	(42)	-
Transfer To/(From) Earmarked Reserves	(42)	-
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>(42)</b>	<b>-</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>(1,264)</b>	<b>(1,207)</b>

## Education and Skills

### Director of Education

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	443	371
Direct Employee Costs	<u>443</u>	<u>371</u>
Controllable Expenditure - Other		
Premises	2	2
Transport	1	1
Supplies & Services	16	16
Support Services	-	-
Controllable Expenditure - Other	<u>19</u>	<u>19</u>
<b>Total Expenditure</b>	<b><u>462</u></b>	<b><u>390</u></b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(54)	(43)
Recharges	(77)	(85)
Controllable Income	<u>(131)</u>	<u>(128)</u>
<b>Total Income</b>	<b><u>(131)</u></b>	<b><u>(128)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>331</u></b>	<b><u>262</u></b>



## Education and Skills

### Schools

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Controllable Expenditure - Other		
Support Services	-	-
Accounting Transaction	96,273	106,740
Controllable Expenditure - Other	<u>96,273</u>	<u>106,740</u>
<b>Total Expenditure</b>	<b><u>96,273</u></b>	<b><u>106,740</u></b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(96,273)	(106,740)
Other Grants/Reimbursements and Contributions	-	-
Controllable Income	<u>(96,273)</u>	<u>(106,740)</u>
<b>Total Income</b>	<b><u>(96,273)</u></b>	<b><u>(106,740)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<u>-</u>	<u>-</u>

## Education and Skills

### School Improvement

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,404	1,449
Direct Employee Costs	<u>1,404</u>	<u>1,449</u>
Controllable Expenditure - Other		
Indirect Employee Costs	16	16
Transport	6	6
Supplies & Services	175	175
Controllable Expenditure - Other	<u>197</u>	<u>197</u>
<b>Total Expenditure</b>	<u><b>1,601</b></u>	<u><b>1,646</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(71)	(72)
Specific Government Grants	(167)	(164)
Recharges	(399)	(446)
Controllable Income	<u>(637)</u>	<u>(682)</u>
<b>Total Income</b>	<u><b>(637)</b></u>	<u><b>(682)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>964</b></u>	<u><b>964</b></u>

**Education and Skills**  
**Special Educational Needs**

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,028	2,260
Direct Employee Costs	2,028	2,260
Controllable Expenditure - Other		
Indirect Employee Costs	6	6
Premises	3	3
Transport	18	16
Supplies & Services	1,995	1,980
Third Party Payments	5,560	5,560
Support Services	1,280	1,205
Controllable Expenditure - Other	8,862	8,770
<b>Total Expenditure</b>	<b>10,890</b>	<b>11,030</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(11,045)	(11,319)
Other Grants/Reimbursements and Contributions	(10)	(10)
Recharges	(75)	-
Controllable Income	(11,130)	(11,329)
<b>Total Income</b>	<b>(11,130)</b>	<b>(11,329)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>(240)</b>	<b>(299)</b>

## Education and Skills

### School Organisation

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	3,102	2,729
Direct Employee Costs	3,102	2,729
Controllable Expenditure - Other		
Indirect Employee Costs	163	79
Premises	62	62
Transport	78	92
Supplies & Services	595	605
Third Party Payments	13,736	13,736
Support Services	2	15
Controllable Expenditure - Other	14,636	14,589
<b>Total Expenditure</b>	<b>17,738</b>	<b>17,318</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(858)	(1,242)
Specific Government Grants	(9,960)	(9,970)
Other Grants/Reimbursements and Contributions	(58)	(8)
Recharges	(6,459)	(5,840)
Controllable Income	(17,335)	(17,060)
<b>Total Income</b>	<b>(17,335)</b>	<b>(17,060)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>403</b>	<b>258</b>

## Chief Executive

### Finance

2019-2020      2020-2021

Revised Budget  
£000      Approved Budget  
£000

#### Finance

Audit Services	2,055	2,026
Central Corporate Budgets	4,242	4,173
Commercial Services	112	157
Procurement Services	395	509
Director of Finance	159	160
The Hub	1,686	1,621
Revenues & Benefits	2,286	2,629
Strategic Finance	2,562	2,751
<b>Total Finance</b>	<b>13,497</b>	<b>14,026</b>

## Finance

### Audit Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,565	1,536
Direct Employee Costs	1,565	1,536
Controllable Expenditure - Other		
Indirect Employee Costs	36	36
Premises	14	14
Transport	6	6
Supplies & Services	2,563	2,563
Support Services	291	298
Controllable Expenditure - Other	2,910	2,917
<b>Total Expenditure</b>	<b>4,475</b>	<b>4,453</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(18)	(18)
Other Grants/Reimbursements and Contributions	(990)	(990)
Recharges	(1,412)	(1,419)
Controllable Income	(2,420)	(2,427)
<b>Total Income</b>	<b>(2,420)</b>	<b>(2,427)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>2,055</b>	<b>2,026</b>

## Finance

### Central Corporate Budgets

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	39	40
Direct Employee Costs	39	40
Controllable Expenditure - Other		
Indirect Employee Costs	5,451	5,381
Transport	8	8
Supplies & Services	1,423	1,413
Third Party Payments	66	16
Support Services	7	7
Controllable Expenditure - Other	6,955	6,825
<b>Total Expenditure</b>	<b>6,994</b>	<b>6,865</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(13)	(13)
Interest	(8)	(8)
Other Grants/Reimbursements and Contributions	(38)	-
Recharges	(2,693)	(2,671)
Controllable Income	(2,752)	(2,692)
<b>Total Income</b>	<b>(2,752)</b>	<b>(2,692)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>4,242</b>	<b>4,173</b>

## Finance

### Commercial Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	177	222
Direct Employee Costs	<u>177</u>	<u>222</u>
<b>Total Expenditure</b>	<u><b>177</b></u>	<u><b>222</b></u>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(65)	(65)
Controllable Income	<u>(65)</u>	<u>(65)</u>
<b>Total Income</b>	<u><b>(65)</b></u>	<u><b>(65)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><u><b>112</b></u></u>	<u><u><b>157</b></u></u>



## Finance

### Procurement Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	744	758
Direct Employee Costs	744	758
Controllable Expenditure - Other		
Indirect Employee Costs	39	39
Transport	2	2
Supplies & Services	327	327
Controllable Expenditure - Other	368	368
<b>Total Expenditure</b>	<b>1,112</b>	<b>1,126</b>
<b>Income</b>		
Controllable Income		
Other Grants/Reimbursements and Contributions	(577)	(477)
Recharges	(140)	(140)
Controllable Income	(717)	(617)
<b>Total Income</b>	<b>(717)</b>	<b>(617)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>395</b>	<b>509</b>

## Finance

### Director of Finance

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	157	158
Direct Employee Costs	<u>157</u>	<u>158</u>
Controllable Expenditure - Other		
Transport	2	2
Controllable Expenditure - Other	<u>2</u>	<u>2</u>
<b>Total Expenditure</b>	<b><u>159</u></b>	<b><u>160</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>159</u></b>	<b><u>160</u></b>

## Finance

### The Hub

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,281	2,217
Direct Employee Costs	<u>2,281</u>	<u>2,217</u>
Controllable Expenditure - Other		
Premises	12	12
Supplies & Services	102	102
Controllable Expenditure - Other	<u>114</u>	<u>114</u>
<b>Total Expenditure</b>	<b><u>2,395</u></b>	<b><u>2,331</u></b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(41)	(41)
Other Grants/Reimbursements and Contributions	(327)	(327)
Recharges	(341)	(342)
Controllable Income	<u>(709)</u>	<u>(710)</u>
<b>Total Income</b>	<b><u>(709)</u></b>	<b><u>(710)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>1,686</u></b>	<b><u>1,621</u></b>

## Finance

### Revenues & Benefits

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	4,989	4,582
Direct Employee Costs	4,989	4,582
Controllable Expenditure - Other		
Indirect Employee Costs	6	6
Transport	8	8
Supplies & Services	667	667
Transfer Payments	78,534	70,874
Controllable Expenditure - Other	79,215	71,555
<b>Total Expenditure</b>	<b>84,204</b>	<b>76,137</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(752)	(752)
Specific Government Grants	(79,371)	(71,461)
Other Grants/Reimbursements and Contributions	(1,792)	(1,292)
Recharges	(3)	(3)
Controllable Income	(81,918)	(73,508)
<b>Total Income</b>	<b>(81,918)</b>	<b>(73,508)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>2,286</b>	<b>2,629</b>

## Finance

### Strategic Finance

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	3,115	3,058
Direct Employee Costs	3,115	3,058
Controllable Expenditure - Other		
Transport	2	2
Supplies & Services	266	266
Controllable Expenditure - Other	268	268
<b>Total Expenditure</b>	<b>3,383</b>	<b>3,326</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(21)	(21)
Specific Government Grants	(41)	(41)
Other Grants/Reimbursements and Contributions	(522)	(272)
Recharges	(237)	(241)
Controllable Income	(821)	(575)
<b>Total Income</b>	<b>(821)</b>	<b>(575)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>2,562</b>	<b>2,751</b>

## Chief Executive

### Governance

	2019-2020	2020-2021
	Revised Budget £000	Approved Budget £000
<b>Governance</b>		
Director of Governance	161	135
Governance Services	4,152	3,892
Legal Services	2,086	2,051
Ward Funds	-	-
<b>Total Governance</b>	<b>6,399</b>	<b>6,078</b>

## Governance

### Director of Governance

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	161	135
Direct Employee Costs	<u>161</u>	<u>135</u>
<b>Total Expenditure</b>	<u><b>161</b></u>	<u><b>135</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><u><b>161</b></u></u>	<u><u><b>135</b></u></u>

## Governance

### Governance Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,697	2,567
Direct Employee Costs	2,697	2,567
Controllable Expenditure - Other		
Indirect Employee Costs	344	363
Premises	45	45
Transport	23	23
Supplies & Services	1,585	1,477
Third Party Payments	105	-
Support Services	50	50
Controllable Expenditure - Other	2,152	1,958
<b>Total Expenditure</b>	<b>4,849</b>	<b>4,525</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(118)	(128)
Specific Government Grants	(105)	(30)
Other Grants/Reimbursements and Contributions	(211)	(211)
Recharges	(263)	(264)
Controllable Income	(697)	(633)
<b>Total Income</b>	<b>(697)</b>	<b>(633)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>4,152</b>	<b>3,892</b>



## Governance

### Legal Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,489	2,454
Direct Employee Costs	<u>2,489</u>	<u>2,454</u>
Controllable Expenditure - Other		
Transport	1	1
Supplies & Services	728	728
Controllable Expenditure - Other	<u>729</u>	<u>729</u>
<b>Total Expenditure</b>	<b><u>3,218</u></b>	<b><u>3,183</u></b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(220)	(220)
Other Grants/Reimbursements and Contributions	(360)	(360)
Recharges	(552)	(552)
Controllable Income	<u>(1,132)</u>	<u>(1,132)</u>
<b>Total Income</b>	<b><u>(1,132)</u></b>	<b><u>(1,132)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>2,086</u></b>	<b><u>2,051</u></b>

**Governance**

**Ward Funds**

<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
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**Expenditure**

Controllable Expenditure - Other

Third Party Payments	200	-
Controllable Expenditure - Other	200	-

**Total Expenditure**

<b>200</b>	<b>-</b>
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**Income**

Controllable Income

Recharges	(200)	-
Controllable Income	(200)	-

**Total Income**

<b>(200)</b>	<b>-</b>
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**Net Expenditure/(Income) for the Year**

<b>-</b>	<b>-</b>
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## Deputy Chief Executive

### Public Health & Wellbeing

	2019-2020	2020-2021
	Revised Budget £000	Approved Budget £000
<b>Public Health &amp; Wellbeing</b>		
Business Continuity & Emergency Planning	4	4
Commissioning	-	-
Community Safety & Community Cohesion	30	30
Healthy Ageing	-	-
Healthy Life Expectancy	-	-
Leisure Services	872	742
Public Health Business Management	-	-
Starting and Developing Well	-	-
System Leadership	-	-
<b>Total Public Health &amp; Wellbeing</b>	<b>906</b>	<b>776</b>

**Public Health & Wellbeing**

**Business Continuity & Emergency Planning**

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	117	117
Direct Employee Costs	<u>117</u>	<u>117</u>
Controllable Expenditure - Other		
Indirect Employee Costs	5	5
Transport	-	-
Supplies & Services	7	7
Controllable Expenditure - Other	<u>12</u>	<u>12</u>
<b>Total Expenditure</b>	<b><u>129</u></b>	<b><u>129</u></b>
<b>Income</b>		
Controllable Income		
Recharges	(125)	(125)
Controllable Income	<u>(125)</u>	<u>(125)</u>
<b>Total Income</b>	<b><u>(125)</u></b>	<b><u>(125)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>4</u></b>	<b><u>4</u></b>

## Public Health & Wellbeing

### Commissioning

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	126	130
Direct Employee Costs	<u>126</u>	<u>130</u>
<b>Total Expenditure</b>	<b><u>126</u></b>	<b><u>130</u></b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(126)	(130)
Controllable Income	<u>(126)</u>	<u>(130)</u>
<b>Total Income</b>	<b><u>(126)</u></b>	<b><u>(130)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>-</u></b>	<b><u>-</u></b>

Public Health & Wellbeing

Community Safety & Community Cohesion

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	412	415
Direct Employee Costs	<u>412</u>	<u>415</u>
Controllable Expenditure - Other		
Transport	1	1
Supplies & Services	380	380
Third Party Payments	247	247
Controllable Expenditure - Other	<u>628</u>	<u>628</u>
<b>Total Expenditure</b>	<b><u>1,040</u></b>	<b><u>1,043</u></b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(487)	(490)
Recharges	(523)	(523)
Controllable Income	<u>(1,010)</u>	<u>(1,013)</u>
<b>Total Income</b>	<b><u>(1,010)</u></b>	<b><u>(1,013)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>30</u></b>	<b><u>30</u></b>

Public Health & Wellbeing

Healthy Ageing

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	592	620
Direct Employee Costs	<u>592</u>	<u>620</u>
Controllable Expenditure - Other		
Transport	1	-
Supplies & Services	25	25
Third Party Payments	268	268
Controllable Expenditure - Other	<u>294</u>	<u>293</u>
<b>Total Expenditure</b>	<b><u>886</u></b>	<b><u>913</u></b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(886)	(913)
Controllable Income	<u>(886)</u>	<u>(913)</u>
<b>Total Income</b>	<b><u>(886)</u></b>	<b><u>(913)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>-</u></b>	<b><u>-</u></b>

## Public Health & Wellbeing

### Healthy Life Expectancy

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	181	238
Direct Employee Costs	<u>181</u>	<u>238</u>
Controllable Expenditure - Other		
Transport	1	1
Supplies & Services	25	25
Third Party Payments	4,222	4,301
Controllable Expenditure - Other	<u>4,248</u>	<u>4,327</u>
<b>Total Expenditure</b>	<u><b>4,429</b></u>	<u><b>4,565</b></u>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(4,429)	(4,565)
Controllable Income	<u>(4,429)</u>	<u>(4,565)</u>
<b>Total Income</b>	<u><b>(4,429)</b></u>	<u><b>(4,565)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><u>-</u></u>	<u><u>-</u></u>



## Public Health & Wellbeing

### Leisure Services

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,574	2,508
Direct Employee Costs	2,574	2,508
Controllable Expenditure - Other		
Indirect Employee Costs	176	176
Premises	70	70
Transport	-	-
Supplies & Services	333	330
Third Party Payments	1,899	1,989
Support Services	144	144
Controllable Expenditure - Other	2,622	2,709
<b>Total Expenditure</b>	<b>5,196</b>	<b>5,217</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(3,288)	(3,439)
Specific Government Grants	(819)	(819)
Recharges	(217)	(217)
Controllable Income	(4,324)	(4,475)
<b>Total Income</b>	<b>(4,324)</b>	<b>(4,475)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>872</b>	<b>742</b>

**Public Health & Wellbeing**  
**Public Health Business Management**

<b>2019-2020</b>	<b>2020-2021</b>
<b>Revised</b>	<b>Approved</b>
<b>Budget</b>	<b>Budget</b>
<b>£000</b>	<b>£000</b>

**Expenditure**

Direct Employee Costs

Direct Employee Costs	265	388
Direct Employee Costs	265	388

Controllable Expenditure - Other

Indirect Employee Costs	9	9
Supplies & Services	90	169
Support Services	5,489	5,489
Controllable Expenditure - Other	5,588	5,667

**Total Expenditure**

	<b>5,853</b>	<b>6,055</b>
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**Income**

Controllable Income

Specific Government Grants	(5,821)	(6,023)
Controllable Income	(5,821)	(6,023)

**Total Income**

	<b>(5,821)</b>	<b>(6,023)</b>
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**Transfer To/(From) Earmarked Reserves**

Transfer To/(From) Earmarked Reserves

Transfer To/(From) Earmarked Reserves	(32)	(32)
Transfer To/(From) Earmarked Reserves	(32)	(32)

**Total Transfer To/(From) Earmarked Reserves**

	<b>(32)</b>	<b>(32)</b>
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**Net Expenditure/(Income) for the Year**

	-	-
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**Public Health & Wellbeing**  
**Starting and Developing Well**

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	562	570
Direct Employee Costs	562	570
Controllable Expenditure - Other		
Transport	-	-
Supplies & Services	25	25
Third Party Payments	8,135	7,840
Controllable Expenditure - Other	8,160	7,865
<b>Total Expenditure</b>	<b>8,722</b>	<b>8,435</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(8,677)	(8,390)
Other Grants/Reimbursements and Contributions	(45)	(45)
Controllable Income	(8,722)	(8,435)
<b>Total Income</b>	<b>(8,722)</b>	<b>(8,435)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>-</b>	<b>-</b>

**Public Health & Wellbeing**

**System Leadership**

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	-	-
Direct Employee Costs	-	-
Controllable Expenditure - Other		
Transport	1	1
Supplies & Services	5	5
Third Party Payments	208	208
Controllable Expenditure - Other	214	214
<b>Total Expenditure</b>	<b>214</b>	<b>214</b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(214)	(214)
Other Grants/Reimbursements and Contributions	-	-
Controllable Income	(214)	(214)
<b>Total Income</b>	<b>(214)</b>	<b>(214)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>-</b>	<b>-</b>

## Chief Executive

### Regeneration

2019-2020      2020-2021

Revised  
Budget  
£000      Approved  
Budget  
£000

#### Regeneration

Adult Education	(236)	(310)
Director of Regeneration	417	438
Enterprise	829	616
Local Economy	1,579	1,561
City Planning	795	763
City Development	554	545
Skills	1,747	1,600
Visitor Economy	1,075	1,069
<b>Total Regeneration</b>	<b>6,760</b>	<b>6,282</b>

## Regeneration

### Adult Education

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,871	2,948
Direct Employee Costs	<u>2,871</u>	<u>2,948</u>
Controllable Expenditure - Other		
Indirect Employee Costs	21	21
Premises	118	119
Transport	8	8
Supplies & Services	299	299
Third Party Payments	55	55
Support Services	56	56
Controllable Expenditure - Other	<u>557</u>	<u>558</u>
<b>Total Expenditure</b>	<u><b>3,428</b></u>	<u><b>3,506</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(209)	(209)
Specific Government Grants	(3,425)	(3,577)
Other Grants/Reimbursements and Contributions	(30)	(30)
Controllable Income	<u>(3,664)</u>	<u>(3,816)</u>
<b>Total Income</b>	<u><b>(3,664)</b></u>	<u><b>(3,816)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>(236)</b></u>	<u><b>(310)</b></u>

## Regeneration

### Director of Regeneration

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	157	158
Direct Employee Costs	157	158
Controllable Expenditure - Other		
Indirect Employee Costs	-	-
Transport	-	-
Supplies & Services	298	318
Controllable Expenditure - Other	298	318
<b>Total Expenditure</b>	<b>455</b>	<b>476</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	(38)	(38)
Transfer To/(From) Earmarked Reserves	(38)	(38)
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>(38)</b>	<b>(38)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>417</b>	<b>438</b>

## Regeneration

### Enterprise

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	932	928
Direct Employee Costs	<u>932</u>	<u>928</u>
Controllable Expenditure - Other		
Indirect Employee Costs	2	2
Premises	-	-
Transport	3	3
Supplies & Services	458	458
Controllable Expenditure - Other	<u>463</u>	<u>463</u>
<b>Total Expenditure</b>	<b><u>1,395</u></b>	<b><u>1,391</u></b>
<b>Income</b>		
Controllable Income		
Specific Government Grants	(566)	(564)
Other Grants/Reimbursements and Contributions	-	(211)
Controllable Income	<u>(566)</u>	<u>(775)</u>
<b>Total Income</b>	<b><u>(566)</u></b>	<b><u>(775)</u></b>
<b>Net Expenditure/(Income) for the Year</b>	<b><u>829</u></b>	<b><u>616</u></b>



## Regeneration

### Local Economy

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,543	1,524
Direct Employee Costs	1,543	1,524
Controllable Expenditure - Other		
Indirect Employee Costs	3	3
Premises	49	31
Transport	19	19
Supplies & Services	426	406
Third Party Payments	39	39
Controllable Expenditure - Other	536	498
<b>Total Expenditure</b>	<b>2,079</b>	<b>2,022</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(306)	(306)
Specific Government Grants	(40)	(20)
Interest	-	-
Recharges	(135)	(135)
Controllable Income	(481)	(461)
<b>Total Income</b>	<b>(481)</b>	<b>(461)</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	(19)	-
Transfer To/(From) Earmarked Reserves	(19)	-
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>(19)</b>	<b>-</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,579</b>	<b>1,561</b>

## Regeneration

### City Planning

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
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#### Expenditure

Direct Employee Costs

Direct Employee Costs	2,149	2,083
Direct Employee Costs	<u>2,149</u>	<u>2,083</u>

Controllable Expenditure - Other

Transport	16	16
Supplies & Services	101	101
Third Party Payments	70	70
Controllable Expenditure - Other	<u>187</u>	<u>187</u>

#### Total Expenditure

<b>2,336</b>	<b>2,270</b>
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#### Income

Controllable Income

Fees and Charges	(1,324)	(1,354)
Other Grants/Reimbursements and Contributions	(68)	(66)
Recharges	(117)	(80)
Controllable Income	<u>(1,509)</u>	<u>(1,500)</u>

#### Total Income

<b>(1,509)</b>	<b>(1,500)</b>
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#### Transfer To/(From) Earmarked Reserves

Transfer To/(From) Earmarked Reserves

Transfer To/(From) Earmarked Reserves	(32)	(7)
Transfer To/(From) Earmarked Reserves	<u>(32)</u>	<u>(7)</u>

#### Total Transfer To/(From) Earmarked Reserves

<b>(32)</b>	<b>(7)</b>
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#### Net Expenditure/(Income) for the Year

<b>795</b>	<b>763</b>
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## Regeneration

### City Development

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	494	485
Direct Employee Costs	494	485
Controllable Expenditure - Other		
Indirect Employee Costs	1	1
Premises	10	10
Transport	2	2
Supplies & Services	876	226
Controllable Expenditure - Other	889	239
<b>Total Expenditure</b>	<b>1,383</b>	<b>724</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(127)	(127)
Recharges	(52)	(52)
Controllable Income	(179)	(179)
<b>Total Income</b>	<b>(179)</b>	<b>(179)</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	(650)	-
Transfer To/(From) Earmarked Reserves	(650)	-
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>(650)</b>	<b>-</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>554</b>	<b>545</b>

## Regeneration

### Skills

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	2,074	1,854
Direct Employee Costs	2,074	1,854
Controllable Expenditure - Other		
Indirect Employee Costs	806	735
Premises	27	27
Transport	18	18
Supplies & Services	706	689
Third Party Payments	-	-
Controllable Expenditure - Other	1,557	1,469
<b>Total Expenditure</b>	<b>3,631</b>	<b>3,323</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(13)	(13)
Specific Government Grants	(1,366)	(1,286)
Other Grants/Reimbursements and Contributions	(252)	(350)
Recharges	(141)	(74)
Controllable Income	(1,772)	(1,723)
<b>Total Income</b>	<b>(1,772)</b>	<b>(1,723)</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	(112)	-
Transfer To/(From) Earmarked Reserves	(112)	-
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>(112)</b>	<b>-</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,747</b>	<b>1,600</b>

## Regeneration

### Visitor Economy

	<b>2019-2020 Revised Budget £000</b>	<b>2020-2021 Approved Budget £000</b>
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	1,274	1,267
Direct Employee Costs	1,274	1,267
Controllable Expenditure - Other		
Premises	46	46
Transport	4	3
Supplies & Services	640	605
Controllable Expenditure - Other	690	654
<b>Total Expenditure</b>	<b>1,964</b>	<b>1,921</b>
<b>Income</b>		
Controllable Income		
Fees and Charges	(707)	(688)
Specific Government Grants	(157)	(148)
Interest	(1)	(1)
Other Grants/Reimbursements and Contributions	(9)	-
Recharges	(10)	(10)
Controllable Income	(884)	(847)
<b>Total Income</b>	<b>(884)</b>	<b>(847)</b>
<b>Transfer To/(From) Earmarked Reserves</b>		
Transfer To/(From) Earmarked Reserves		
Transfer To/(From) Earmarked Reserves	(5)	(5)
Transfer To/(From) Earmarked Reserves	(5)	(5)
<b>Total Transfer To/(From) Earmarked Reserves</b>	<b>(5)</b>	<b>(5)</b>
<b>Net Expenditure/(Income) for the Year</b>	<b>1,075</b>	<b>1,069</b>

Chief Executive

Strategy

2019-2020      2020-2021

Revised  
Budget  
£000

Approved  
Budget  
£000

**Strategy**

ICTS

Strategy

**Total Strategy**

6,001

5,962

1,114

1,272

**7,115**

**7,234**

## Strategy

### ICTS

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Expenditure</b>		
Direct Employee Costs		
Direct Employee Costs	3,850	3,813
Direct Employee Costs	<u>3,850</u>	<u>3,813</u>
Controllable Expenditure - Other		
Indirect Employee Costs	10	10
Transport	8	8
Supplies & Services	4,248	4,248
Controllable Expenditure - Other	<u>4,266</u>	<u>4,266</u>
<b>Total Expenditure</b>	<u><b>8,116</b></u>	<u><b>8,079</b></u>
<b>Income</b>		
Controllable Income		
Fees and Charges	(325)	(325)
Other Grants/Reimbursements and Contributions	(1,408)	(1,408)
Recharges	(382)	(384)
Controllable Income	<u>(2,115)</u>	<u>(2,117)</u>
<b>Total Income</b>	<u><b>(2,115)</b></u>	<u><b>(2,117)</b></u>
<b>Net Expenditure/(Income) for the Year</b>	<u><b>6,001</b></u>	<u><b>5,962</b></u>

Strategy

Strategy

2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
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**Expenditure**

Direct Employee Costs

Direct Employee Costs	1,017	1,211
Direct Employee Costs	<u>1,017</u>	<u>1,211</u>

Controllable Expenditure - Other

Indirect Employee Costs	6	6
Premises	1	1
Transport	3	3
Supplies & Services	71	219
Third Party Payments	1	1
Support Services	24	24
Controllable Expenditure - Other	<u>106</u>	<u>254</u>

**Total Expenditure**

<b>1,123</b>	<b>1,465</b>
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**Income**

Controllable Income

Fees and Charges	(7)	(24)
Recharges	-	(169)
Controllable Income	<u>(7)</u>	<u>(193)</u>

**Total Income**

<b>(7)</b>	<b>(193)</b>
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**Transfer To/(From) Earmarked Reserves**

Transfer To/(From) Earmarked Reserves

Transfer To/(From) Earmarked Reserves	(2)	-
Transfer To/(From) Earmarked Reserves	<u>(2)</u>	<u>-</u>

**Total Transfer To/(From) Earmarked Reserves**

<b>(2)</b>	<b>-</b>
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**Net Expenditure/(Income) for the Year**

<b>1,114</b>	<b>1,272</b>
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## Chief Executive

### Corporate Accounts

	2019-2020 Revised Budget £000	2020-2021 Approved Budget £000
<b>Corporate Accounts</b>		
Birmingham Airport - Rent	(69)	(69)
Business Improvement District (BID) Levy	48	48
Capital Receipts Flexibility	(3,000)	(5,000)
Combined Authority Contribution	572	572
Corporate Contingency for Budget Growth	-	4,759
Cross-Cutting/Corporate Savings	(2,279)	(895)
Directorate Budgets Held Corporately	147	-
Environment Agency Levy	74	76
Other Corporate Budgets	2,821	2,652
Provision for Apprenticeship Levy	540	495
Provision for Auto Enrolment and Pay Award	2,010	2,100
Provision for Bad Debts	503	503
Transfer To/(From) Earmarked Reserves	(4,000)	(3,847)
Treasury Management	33,683	37,045
West Midlands Combined Authority Transport Levy	10,292	10,309
<b>Total Corporate Accounts</b>	<b>41,342</b>	<b>48,748</b>