

## **DRAFT REVENUE ESTIMATES 2021-2022**

## **DRAFT CAPITAL PROGRAMME 2021-2026**

**TO BE CONSIDERED AT  
EXECUTIVE ON 20TH JANUARY 2021**

**DEV GOPAL, FCA, FCPFA, FCCA, CMgr MCMi  
Service Director, Finance & Audit**



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# DRAFT SUMMARY OF REVENUE ESTIMATES

2019-2020 Actual subject to Audit clearance	Department	2020-2021 Estimate	2021-2022 Estimate
£		£	
<b>DEPARTMENTS</b>			
4,248,393	Chief Executive	3,520,500	3,415,629
46,952,795	Children, Families & Education	45,734,285	49,348,486
7,480,023	Customer & Commercial	1,122,733	2,722,889
21,846,645	Place & Infrastructure	20,404,361	21,444,421
57,811,890	Public Health & Wellbeing	63,716,824	62,692,376
80,782,179	Capital Charges to Revenue	35,221,405	35,263,802
<b>219,121,925</b>	<b>Total Service Cost</b>	<b>169,720,108</b>	<b>174,887,603</b>
<b>CENTRAL ACCOUNTS</b>			
-3,552	Contingency & Other Corporate Costs	8,138,232	6,310,012
-7,133,830	General Grants & Other Corporate Income	-5,955,382	-10,053,972
-19,125,000	Airport Dividend	0	0
-16,138,847	Interest on Investment	-25,842,812	-31,946,501
-61,517,909	Capital Financing	-15,330,302	-14,588,068
8,065,840	Borrowing & Treasury Management	13,944,827	13,409,539
115,342	Environmental Agency Levy	118,226	120,590
<b>123,383,969</b>	<b>NET GENERAL FUND EXPENDITURE PRIOR TO MOVEMENTS IN RESERVES</b>	<b>144,792,897</b>	<b>138,139,203</b>
-1,605,604	<b>HOUSING REVENUE ACCOUNT</b>	-2,088,658	-2,062,202
<b>SCHOOLS</b>			
152,982,823	Schools Budget	154,786,027	160,080,385
-70,000	EFA Grant	0	0
-150,541,964	Dedicated Schools Grant	-154,786,027	-160,080,385
<b>2,370,859</b>		<b>0</b>	<b>0</b>
-2,370,859	Appropriations to / (-) from Schools Reserve	0	0
1,605,604	Housing Revenue Account Balances	2,088,658	2,062,202
361,576	Public Health Reserve	0	0
2,348,085	Specific Reserves	-3,024,412	-1,641,571
5,422,863	Covid 19 Funding Reserve	0	0
<b>131,516,493</b>	<b>TOTAL NET EXPENDITURE</b>	<b>141,768,485</b>	<b>136,497,632</b>
-1,823,215	Contributions to /(-) from Collection Fund		
1,727,974	Collection Fund Council Tax Surplus/Deficit	-1,182,393	1,575,599
-31,548,042	Collection Fund Business Rates Surplus	-2,574,360	1,813,575
-14,275,471	Collection Fund Business Rates	-32,953,491	-31,990,678
-5,285,321	Business Rates Top Up Funding	-14,508,064	-14,508,064
-10,704,461	Social Care Precept	-6,939,055	-9,195,596
	Revenue Support Grant	-10,878,872	-10,939,031
<b>69,607,957</b>	<b>COUNCIL TAX REQ. FROM COLLECTION FUND</b>	<b>72,732,250</b>	<b>73,253,437</b>
50664.5	Taxbase (number of Band D equivalent properties)	51828.7	51086.5
£	<u>Council Tax (Band D)</u>	£	£
1,373.90	Borough Purposes	1,403.32	1,433.91
104.32	Borough Purposes - Social Care Precept	133.88	180.00
202.09	Bedfordshire Police Authority	212.09	t.b.c.
98.45	Beds & Luton Fire Authority	100.41	t.b.c.
<b>1,778.76</b>		<b>1,849.70</b>	<b>1,613.91</b>



## DRAFT SUMMARY OF REVENUE ESTIMATES

2019-2020 Actual subject to Audit clearance	Department	2020-2021 Estimate	2021-2022 Estimate
£		£	

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## CHIEF EXECUTIVE'S DEPARTMENT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SUMMARY</b>				
994,766	Chief Executive		817,172	759,771
3,255,088	Service Director - Policy, Communities & Engagement		2,703,602	2,656,132
<b><u>4,249,854</u></b>	<b>Total Net Budget</b>		<b><u>3,520,774</u></b>	<b><u>3,415,903</u></b>
1,461	Capital Charges to Revenue		274	274
<b><u>4,248,393</u></b>	<b>Net Budget Before Capital Charges</b>		<b><u>3,520,500</u></b>	<b><u>3,415,629</u></b>



## CHIEF EXECUTIVE'S DEPARTMENT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>CHIEF EXECUTIVE</b>				
<b>Service Divisions</b>				
-10,826	Chief Executive	1	-122,633	-377,726
1,005,592	Corporate and Democratic Core Costs	2	939,805	1,137,497
<u>994,766</u>	<i>Net Expenditure</i>		<u>817,172</u>	<u>759,771</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
589,529	Employees	3	378,053	-9,535
1,142	Premises	4	562	562
776	Transport	5	950	950
3,856	Supplies and Services	6	9,317	84,317
-11,300	External Income	7	-20,000	-20,000
<u>584,003</u>			<u>368,882</u>	<u>56,294</u>
<b>Indirect Costs/Income</b>				
719,692	Support Services	8	747,589	923,567
1,461	Capital Financing	9	274	274
-310,390	Internal Recharges	10	-299,573	-220,364
<u>410,763</u>			<u>448,290</u>	<u>703,477</u>
<u>994,766</u>	<i>Net Expenditure</i>		<u>817,172</u>	<u>759,771</u>
<b>SERVICE DIRECTOR - POLICY, COMMUNITIES &amp; ENGAGEMENT</b>				
<b>Service Divisions</b>				
23,961	Communications & Engagement	11	-2,787	-14,538
-115,185	Community Development	12	53,284	-885
1,634,308	Democracy	13	1,593,990	1,724,716
869,306	Service Director PC&E	14	230,777	245,963
118,626	Local Resilience	15	93,700	103,832
724,072	Social Justice	16	734,638	597,044
<u>3,255,088</u>	<i>Net Expenditure</i>		<u>2,703,602</u>	<u>2,656,132</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
3,502,190	Employees	17	3,131,534	3,233,415
181,724	Premises	18	121,613	123,238
25,178	Transport	19	20,335	25,397
2,647,674	Supplies and Services	20	1,359,442	1,105,449
-1,232,190	External Income	21	-860,063	-862,980
-1,022,122	Government Grant	22	-425,949	-370,177
-32,534	Recharges to schools	23	-27,000	-27,000
<u>4,069,920</u>			<u>3,319,912</u>	<u>3,227,342</u>
<b>Indirect Costs/Income</b>				
1,146,731	Support Services	24	1,196,492	1,747,100
0	Capital Financing	25	0	0
-1,961,563	Internal Recharges	26	-1,812,802	-2,318,310
<u>-814,832</u>			<u>-616,310</u>	<u>-571,210</u>
<u>3,255,088</u>	<i>Net Expenditure</i>		<u>2,703,602</u>	<u>2,656,132</u>



# CHILDREN, FAMILIES & EDUCATION DEPARTMENT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SUMMARY</b>				
<b>SCHOOLS BUDGET</b>				
<b>Individual Schools Budget</b>				
101,765,845	Primary		99,079,974	103,594,406
-21,069,688	Primary Academy Recoupment		-22,335,260	-25,073,547
77,105,915	Secondary		82,752,676	91,112,714
-52,704,474	Secondary Academy Recoupment		-56,886,083	-64,293,968
5,496,769	Special		6,288,805	6,840,000
16,431,405	Early Years		17,120,068	17,140,933
335,501	Alternative Provision		586,600	586,600
<u>127,361,273</u>			<u>126,606,780</u>	<u>129,907,138</u>
<b>Schools Central Budget</b>				
2,591,693	Director of Children, Families & Education		2,781,317	2,162,438
23,029,857	Service Director, Education		25,397,930	28,010,809
<u>25,621,550</u>			<u>28,179,247</u>	<u>30,173,247</u>
<u>152,982,823</u>	Total Schools Budget		<u>154,786,027</u>	<u>160,080,385</u>
<b>Resourced by</b>				
-70,000	EFA Grant			
-150,541,964	Dedicated Schools Grant		-154,786,027	-160,080,385
<u>2,370,859</u>	<b>Contribution to ( - ) / from Balances</b>		<u>0</u>	<u>0</u>
<b>LOCAL AUTHORITY BUDGET</b>				
55,424,112	Director of Children, Families & Education		14,210,709	16,326,099
40,940,060	Service Director Operations, Statutory Social Work, Early Help & Prevention		34,633,796	37,575,174
4,910,507	Service Director Quality, Improvement & Practice Innovation		4,994,022	3,701,810
2,974,891	Service Director Education		3,787,830	3,637,475
<u>104,249,570</u>	<b>TOTAL LOCAL AUTHORITY NET BUDGET</b>		<u>57,626,357</u>	<u>61,240,558</u>
57,296,775	Capital Charges to Revenue		11,892,072	11,892,072
<u>46,952,795</u>	<b>Net Budget Before Capital Charges</b>		<u>45,734,285</u>	<u>49,348,486</u>



## CHILDREN, FAMILIES & EDUCATION DEPARTMENT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>CORPORATE DIRECTOR OF CHILDREN, FAMILIES &amp; EDUCATION</b>				
<b>Service Divisions</b>				
53,245,054	Capital Asset and PFI	1	11,060,004	11,057,595
426,266	Corporate and Democratic Core	2	750,732	671,574
725,759	Management	3	1,280,370	3,479,022
1,027,033	School Central Costs	4	1,119,603	1,117,908
<u>55,424,112</u>	<i>Net Expenditure</i>		<u>14,210,709</u>	<u>16,326,099</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
1,573,003	Employees	5	1,831,538	2,445,781
1,232,754	Premises	6	4,069,437	4,081,862
323	Transport	7	0	0
565,781	Supplies and Services	8	1,281,755	2,851,558
-1,000	External Income	9	0	0
-4,463,337	Government Grants	10	-4,117,600	-4,117,600
<u>-1,092,476</u>			<u>3,065,130</u>	<u>5,261,601</u>
<b>Indirect Costs/Income</b>				
602,198	Support Services	11	614,017	556,054
57,249,009	Capital Charges to Revenue	12	11,844,442	11,844,442
-937,150	Recharges to Schools	13	-928,977	-941,227
-397,499	Internal Recharges	14	-383,903	-394,771
30	Non-Standard Details	15	0	0
<u>56,516,588</u>			<u>11,145,579</u>	<u>11,064,498</u>
<u>55,424,112</u>	<i>Net Expenditure</i>		<u>14,210,709</u>	<u>16,326,099</u>



# CHILDREN, FAMILIES & EDUCATION DEPARTMENT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR OPERATION, STATUTORY SOCIAL WORK, EARLY HELP and PREVENTION</b>				
<b>Service Divisions</b>				
2,785,314	Disabled Children & Support	16	4,055,746	4,306,566
933,653	Early Years	17	443,620	1,210,082
4,321,693	Family Services	18	4,938,724	5,449,509
388,092	Management	19	1,115,408	716,446
730,264	PEI Integrated Services	20	809,083	823,472
20,967,734	Purchased Care Services	21	16,407,287	16,711,380
8,303,850	Services Looked After Children	22	4,346,372	5,006,306
687,435	Unapportioned Overheads	23	810,434	1,125,701
49,942	Youth Service	24	52,394	54,329
1,642,611	Child Protection and LSCB	25	1,422,393	1,941,706
129,472	Childrens Joint Commissioning	26	232,335	229,677
<u>40,940,060</u>	<i>Net Expenditure</i>		<u>34,633,796</u>	<u>37,575,174</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
16,179,309	Employees	27	16,820,123	18,359,759
9,865	Premises	28	6,720	10,039
385,261	Transport	29	196,281	202,434
2,528,267	Supplies and Services	30	1,860,127	2,017,281
24,638,310	Third Party Payments	31	20,422,604	21,598,508
692,070	Transfer Payments	32	482,952	547,523
-1,225,261	External Income	33	-1,101,335	-1,127,136
-4,944,735	Government Grants	34	-6,586,044	-7,383,839
<u>38,263,086</u>			<u>32,101,428</u>	<u>34,224,569</u>
<b>Indirect Costs/Income</b>				
3,071,473	Support Services	35	3,432,804	3,601,725
44,844	Capital Charges to Revenue	36	47,082	47,082
-1,765	Recharges to Schools	37	0	0
-437,578	Internal Recharges	38	-947,518	-298,202
<u>2,676,974</u>			<u>2,532,368</u>	<u>3,350,605</u>
<u>40,940,060</u>	<i>Net Expenditure</i>		<u>34,633,796</u>	<u>37,575,174</u>



## CHILDREN, FAMILIES & EDUCATION DEPARTMENT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR, QUALITY, IMPROVEMENT and PRACTICE INNOVATION</b>				
<b>Service Divisions</b>				
2,429,548	Early Years	39	2,427,565	2,887,890
865,591	Management	40	927,889	-864,437
1,615,368	Youth Offending	41	1,638,568	1,678,357
<u>4,910,507</u>	<i>Net Expenditure</i>		<u>4,994,022</u>	<u>3,701,810</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
4,302,373	Employees	42	4,136,805	3,696,358
378,167	Premises	43	289,355	465,426
58,130	Transport	44	48,799	51,435
988,020	Supplies and Services	45	784,540	-330,175
103,896	Third Party Payments	46	141,816	141,816
635	Transfer Payments	47	0	0
-707,372	External Income	48	-809,363	-793,412
-941,067	Government Grants	49	-520,848	-546,371
<u>4,182,782</u>			<u>4,071,104</u>	<u>2,685,077</u>
<b>Indirect Costs/Income</b>				
691,199	Support Services	50	925,393	1,016,733
-862	Internal Recharges	51	-40,475	0
37,388	Non-Standard Details	52	38,000	0
<u>727,725</u>			<u>922,918</u>	<u>1,016,733</u>
<u>4,910,507</u>	<i>Net Expenditure</i>		<u>4,994,022</u>	<u>3,701,810</u>



## CHILDREN, FAMILIES & EDUCATION DEPARTMENT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR, EDUCATION</b>				
<b>Service Divisions</b>				
111,681	Admissions	53	126,305	106,739
805,368	Assessment and Monitoring	54	823,613	1,141,919
36,144	Behaviour and Tuition	55	4,251	684
-20,214	Business Unit	56	-5,943	-10,367
66,798	Children in Care	57	96,808	88,669
113,596	Disabled Children and Support	58	132,177	120,536
117,755	Early Years	59	137,908	176,044
545,953	Education Psychology Service	60	566,340	557,364
-65,013	Education Welfare	61	-4,006	11,445
57,719	Home Educate	62	69,389	63,036
426,027	Inspection and Advice	63	413,082	406,069
60,982	Learning Support	64	98,572	85,729
62,363	Music Services	65	73,030	82,240
75,766	School Improvement	66	137,110	145,250
59,387	School Meals	67	306,940	0
188,183	School Transport	68	367,120	216,587
332,396	Youth Service	69	445,134	445,531
<b>2,974,891</b>	<i>Net Expenditure</i>		<b>3,787,830</b>	<b>3,637,475</b>
<b>Expenditure Analysis</b> (school meals fully in General Fund from 2020-21)				
<b>Direct Costs/Income</b>				
5,194,356	Employees	70	8,442,927	5,262,993
124,072	Premises	71	148,769	103,965
204,438	Transport	72	333,797	189,678
1,442,330	Supplies and Services	73	2,832,941	1,195,864
82,545	Third Party Payments	74	65,120	67,120
-819,986	External Income	75	-2,802,366	-624,087
-1,745,248	Government Grants	76	-1,478,505	-1,368,707
<b>4,482,507</b>			<b>7,542,683</b>	<b>4,826,826</b>
<b>Indirect Costs/Income</b>				
2,837,898	Support Services	77	4,324,539	3,178,021
2,922	Capital Charges to Revenue	78	548	548
-1,933,280	Recharges to Schools	79	-4,823,500	-1,718,373
-2,569,543	Internal Recharges	80	-3,419,278	-2,772,385
154,387	Non Standard Details	81	162,838	122,838
<b>-1,507,616</b>			<b>-3,754,853</b>	<b>-1,189,351</b>
<b>2,974,891</b>	<i>Net Expenditure</i>		<b>3,787,830</b>	<b>3,637,475</b>



## CHILDREN, FAMILIES & EDUCATION DEPARTMENT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£

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## CUSTOMER and COMMERCIAL

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SUMMARY</b>				
2,202,747	Corporate Director of Customer and Commercial		2,317,411	4,484,175
2,586,410	Service Director - Transformation & Technology		-520,414	-2,050,400
-160,067	Service Director - Human Resources and Monitoring Officer		-369,868	-316,514
-124,054	Service Director - Finance and Audit		-258,271	-37,546
6,971,349	Service Director - Housing		2,302,053	3,475,070
3,318,435	Service Director - Customer Solutions		3,232,989	2,401,527
<b>14,794,820</b>	<b>Total Net Budget</b>		<b>6,703,900</b>	<b>7,956,312</b>
7,314,797	Capital Charges to Revenue		5,581,167	5,233,423
<b>7,480,023</b>	<b>Net Budget Before Capital Charges</b>		<b>1,122,733</b>	<b>2,722,889</b>



## CUSTOMER and COMMERCIAL

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>CORPORATE DIRECTOR - CUSTOMER and COMMERCIAL</b>				
<b>Service Divisions</b>				
2,061,484	Corporate & Democratic Core	1	2,444,218	2,589,060
141,263	Director of Customer & Commercial	2	-126,807	1,895,115
<u>2,202,747</u>	<i>Net Expenditure</i>		<u>2,317,411</u>	<u>4,484,175</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
1,147,170	Employees	3	1,462,130	-107,910
1,790	Premises	4	0	0
605	Transport	5	0	0
7,699	Supplies and Service	6	-200,439	3,526,114
-124,189	External Income	7	-72,000	-72,000
<u>1,033,075</u>			<u>1,189,691</u>	<u>3,346,204</u>
<b>Indirect Costs/Income</b>				
1,296,200	Support Services	8	1,327,827	1,312,518
2,015	Capital Financing	9	798	798
-128,543	Internal Recharges	10	-200,905	-175,345
<u>1,169,672</u>			<u>1,127,720</u>	<u>1,137,971</u>
<u>2,202,747</u>	<i>Net Expenditure</i>		<u>2,317,411</u>	<u>4,484,175</u>
<b>SERVICE DIRECTOR - TRANSFORMATION &amp; TECHNOLOGY</b>				
<b>Service Divisions</b>				
62,795	Business Intelligence	11	-122,119	-113,981
2,527,457	Information Technology	12	-393,742	-1,936,419
-3,842	Transformation & Business Improvement	13	-4,553	0
<u>2,586,410</u>	<i>Net Expenditure/Income</i>		<u>-520,414</u>	<u>-2,050,400</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
2,809,044	Employees	14	2,901,795	3,040,225
2,250	Premises	15	3,710	2,500
10,404	Transport	16	6,149	4,531
7,405,002	Supplies and Services	17	7,039,959	6,954,952
-102,573	External Income	18	-217,335	-211,335
-9,000	Government Grants		0	0
-51,004	Recharges to schools	19	-66,447	-49,600
<u>10,064,123</u>			<u>9,667,831</u>	<u>9,741,273</u>
<b>Indirect Costs/Income</b>				
798,542	Support Services	20	778,527	1,297,980
3,378,149	Capital Financing	21	1,747,949	1,747,949
-11,654,404	Internal Recharges	22	-12,714,721	-14,837,602
<u>-7,477,713</u>			<u>-10,188,245</u>	<u>-11,791,673</u>
<u>2,586,410</u>	<i>Net Expenditure/Income</i>		<u>-520,414</u>	<u>-2,050,400</u>



## CUSTOMER and COMMERCIAL

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR - HUMAN RESOURCES AND MONITORING OFFICER</b>				
<b>Service Divisions</b>				
145,005	Central Training	23	290,195	291,965
0	Contingent Labour Joint Venture	24	79,278	-194,193
-181,484	Human Resources	25	-600,002	-342,085
-47,900	Legal Services	26	-74,557	-5,178
-75,688	Local Land Charges	27	-64,782	-67,023
<u>-160,067</u>	<i>Net Income</i>		<u>-369,868</u>	<u>-316,514</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
4,310,206	Employees	28	4,606,220	4,922,874
25,924	Premises	29	25,670	24,670
10,610	Transport	30	12,309	12,309
773,220	Supplies and Services	31	776,803	448,823
-765,589	External Income	32	-1,016,869	-985,369
-922,192	Recharges to Schools	34	-748,461	-738,578
<u>3,432,179</u>			<u>3,655,672</u>	<u>3,684,729</u>
<b>Indirect Costs/Income</b>				
1,653,409	Support Services	35	1,653,574	1,719,453
0	Capital Financing	36	2,600	2,600
-5,245,655	Internal Recharges	37	-5,681,714	-5,723,296
<u>-3,592,246</u>			<u>-4,025,540</u>	<u>-4,001,243</u>
<u>-160,067</u>	<i>Net Income</i>		<u>-369,868</u>	<u>-316,514</u>
<b>SERVICE DIRECTOR - FINANCE AND AUDIT</b>				
<b>Service Divisions</b>				
-51,795	Accountancy Services	38	-184,162	1,430
-69,074	Audit and Investigation	39	-35,598	-18,136
-24,140	Exchequer Services	40	-21,201	-9,680
14,803	HAA Administration	41	15,606	16,001
136,164	Service Director, Finance & Audit	42	-21,615	15,488
-130,012	Traded Management Services	43	-11,301	-42,649
<u>-124,054</u>	<i>Net Income</i>		<u>-258,271</u>	<u>-37,546</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
3,285,962	Employees	44	3,454,494	3,684,935
1,376	Premises	45	0	0
11,513	Transport	46	10,060	9,736
612,187	Supplies and Services	47	484,374	485,306
-706,137	External Income	48	-594,505	-600,505
-244,547	Recharges to Schools	49	-259,739	-259,739
<u>2,960,354</u>			<u>3,094,684</u>	<u>3,319,733</u>
<b>Indirect Costs/Income</b>				
1,088,650	Support Services	50	1,155,102	1,204,728
25,962	Capital Financing	51	5,459	5,459
-4,199,020	Internal Recharges	52	-4,513,516	-4,567,466
<u>-3,084,408</u>			<u>-3,352,955</u>	<u>-3,357,279</u>
<u>-124,054</u>	<i>Net Income</i>		<u>-258,271</u>	<u>-37,546</u>



## CUSTOMER and COMMERCIAL

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR - HOUSING</b>				
<b>Service Divisions</b>				
64,356	Allocation Of Costs From HRA	53	105,470	109,141
-117,177	Building Technical Services	54	-836,079	-56,119
649,161	Corporate Costs	55	859,157	999,414
-70,951	Caravan Site - Stopsley	56	-14,944	-14,832
0	External Building Cleaning Contract	57	0	8,915
4,969,092	Homelessness	58	1,422,925	1,414,027
329,603	Housing Development	59	351,262	364,628
218,232	Stopsley Mobile Home Park	60	5,796	6,554
929,033	Strategy & Private Housing	61	408,466	643,342
<u>6,971,349</u>	<i>Net Expenditure</i>		<u>2,302,053</u>	<u>3,475,070</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
11,888,247	Employees	62	11,814,534	13,049,729
1,301,003	Premises	63	310,575	329,203
775,625	Transport	64	701,947	688,237
21,379,305	Supplies and Services	65	21,484,135	20,450,166
6,561,839	Third Party Payments	66	6,791,650	6,841,650
-12,107,042	External Income	67	-13,865,942	-13,725,942
-6,633,550	Government Grants	68	-6,598,882	-5,714,565
<u>23,165,427</u>			<u>20,638,017</u>	<u>21,918,478</u>
<b>Indirect Costs/Income</b>				
1,562,366	Support Services	69	1,693,330	1,924,715
3,889,515	Capital Financing Costs	70	3,820,769	3,473,025
-21,645,959	Internal Recharges	71	-23,850,063	-23,850,063
0	Non-Standard Detail Codes		0	8,915
<u>-16,194,078</u>			<u>-18,335,964</u>	<u>-18,443,408</u>
<u>6,971,349</u>	<i>Net Expenditure</i>		<u>2,302,053</u>	<u>3,475,070</u>



## CUSTOMER and COMMERCIAL

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR - CUSTOMER SOLUTIONS</b>				
<b>Service Divisions</b>				
221,536	Customer Service Centre	72	482,925	-224,923
406,199	Housing Benefits	73	1,701,749	1,411,431
2,426,930	Local Taxation & Support	74	1,479,581	2,045,124
263,770	Revenues	75	-431,266	-830,105
<u>3,318,435</u>	<i>Net Expenditure</i>		<u>3,232,989</u>	<u>2,401,527</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
5,564,517	Employees	76	5,360,435	5,622,901
25,810	Transport	77	12,201	11,801
1,333,747	Supplies and Services	78	1,203,239	709,590
73,616,678	Transfer Payments	79	91,720,537	59,567,173
-3,305,265	External Income	80	-2,837,980	-2,837,980
-73,326,841	Government Grants	81	-89,213,634	-59,092,674
-94,169	Recharges to Schools	82	-65,970	-65,970
<u>3,814,477</u>			<u>6,178,828</u>	<u>3,914,841</u>
<b>Indirect Costs/Income</b>				
7,412,060	Support Services	83	7,478,205	7,863,837
19,156	Capital Financing	84	3,592	3,592
-7,927,258	Internal Recharges	85	-10,427,636	-9,380,743
<u>-496,042</u>			<u>-2,945,839</u>	<u>-1,513,314</u>
<u>3,318,435</u>	<i>Net Expenditure</i>		<u>3,232,989</u>	<u>2,401,527</u>



## CUSTOMER and COMMERCIAL

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£

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## PLACE & INFRASTRUCTURE

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SUMMARY</b>				
2,228,048	Corporate Director of Place and Infrastructure		3,894,848	4,971,962
30,408,120	Service Director - Public Realm		30,004,696	30,605,062
-5,055,490	Service Director - Property and Construction		-5,761,301	-6,016,794
2,656,201	Service Director - Public Protection		1,656,530	1,678,067
5,779,310	Service Director - Planning and Transport		4,679,997	4,835,577
-363,016	Service Director - Inclusive Growth		1,473,948	1,305,045
<b><u>35,653,173</u></b>	<b>Total Net Budget</b>		<b><u>35,948,718</u></b>	<b><u>37,378,919</u></b>
13,806,528	Capital Charges to Revenue		15,544,357	15,934,498
<b><u>21,846,645</u></b>	<b>Net Budget Before Capital Charges</b>		<b><u>20,404,361</u></b>	<b><u>21,444,421</u></b>



## PLACE & INFRASTRUCTURE

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>CORPORATE DIRECTOR OF PLACE AND INFRASTRUCTURE</b>				
<b>Service Divisions</b>				
2,207,502	Corporate & Democratic Core	1	2,582,358	2,811,196
20,546	Management & Support Services	2	1,312,490	2,160,766
<u>2,228,048</u>	<i>Net Expenditure</i>		<u>3,894,848</u>	<u>4,971,962</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
2,177,080	Employees	3	2,414,522	2,918,594
2,389	Premises	4	847	847
8,587	Transport	5	1,720	1,720
134,382	Supplies and Services	6	1,574,148	2,212,003
-631,989	External Income	7	-817,000	-932,625
-14,234	Government Grants	8	0	0
<u>1,676,215</u>			<u>3,174,237</u>	<u>4,200,539</u>
<b>Indirect Costs/Income</b>				
1,101,183	Support Services	9	1,200,473	1,248,524
-549,350	Internal Recharges	10	-479,862	-477,101
<u>551,833</u>			<u>720,611</u>	<u>771,423</u>
<u>2,228,048</u>	<i>Net Expenditure</i>		<u>3,894,848</u>	<u>4,971,962</u>
<b>SERVICE DIRECTOR - PUBLIC REALM</b>				
<b>Service Divisions</b>				
2,199,094	Cleansing	11	2,498,580	2,520,113
3,175,828	Refuse Collection	12	3,183,966	3,258,166
-117,941	Fleet External Customers	13	-282,561	-271,765
241,647	Fleet Management	14	-27,353	-46,907
100,260	Grounds Maintenance	15	100,012	-130,456
13,862,761	Highways Services	16	13,574,835	13,861,305
917	Service Director Public Realm	17	663	0
1,513,335	Parks, Cemeteries & Crematorium	18	1,344,215	1,508,604
-150,436	Passenger Transport Unit	19	-93,189	-45,238
1,786	Public Toilets	20	1,786	1,786
9,580,869	Waste Disposal & Management	21	9,703,742	9,949,454
<u>30,408,120</u>	<i>Net Expenditure</i>		<u>30,004,696</u>	<u>30,605,062</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
11,294,654	Employees	22	11,438,886	11,513,218
6,573,252	Premises	23	5,859,953	6,332,333
4,172,524	Transport	24	3,713,991	3,874,326
2,777,861	Supplies and Services	25	2,803,275	2,810,631
10,155,684	Third Party Payments	26	10,785,172	10,997,383
-5,738,228	External Income	27	-6,304,765	-6,334,765
-1,068,093	Government Grants	28	0	0
-207,847	Recharges to Schools	29	-197,839	-197,839
<u>27,959,807</u>			<u>28,098,673</u>	<u>28,995,287</u>



## PLACE & INFRASTRUCTURE

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR - PUBLIC REALM (cont.)</b>				
<b>Indirect Costs/Income</b>				
5,989,849	Support Services	30	5,806,435	6,079,585
10,699,663	Capital Financing	31	10,302,848	10,302,848
-14,241,199	Internal Recharges	32	-14,203,260	-14,772,658
<u>2,448,313</u>			<u>1,906,023</u>	<u>1,609,775</u>
<u>30,408,120</u>	<i>Net Expenditure</i>		<u>30,004,696</u>	<u>30,605,062</u>
<b>SERVICE DIRECTOR - PROPERTY AND CONSTRUCTION</b>				
<b>Service Divisions</b>				
181,152	Building Control	33	-11,229	-8,480
-9,400,810	Commercial Investment & Development Strategy	34	-5,755,950	-5,605,873
4,704,840	Corporate Landlord & Facilities Management Services	35	448,380	-71,645
-100,505	Design & Maintenance	36	-406,418	-345,595
-440,167	Service Director Property & Construction	37	-36,084	14,799
<u>-5,055,490</u>	<i>Net Income</i>		<u>-5,761,301</u>	<u>-6,016,794</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
3,943,740	Employees	38	4,167,888	4,277,802
7,229,636	Premises	39	4,977,747	4,631,387
23,974	Transport	40	30,270	24,342
2,247,742	Supplies and Services	41	964,950	1,163,020
0	Third Party Payments	42	4,850	4,850
-14,755,613	External Income	43	-12,623,805	-13,712,445
-261,330	Government Grants	44	0	0
-261,879	Recharges to Schools	45	-871,090	-813,609
10,758	Property Recharges	46	0	11,205
<u>-1,822,972</u>			<u>-3,349,190</u>	<u>-4,413,448</u>
<b>Indirect Costs/Income</b>				
2,419,401	Support Services	47	2,291,804	2,322,777
3,843,573	Capital Financing	48	4,886,736	5,276,877
-9,495,492	Internal Recharges	49	-9,590,651	-9,203,000
<u>-3,232,518</u>			<u>-2,412,111</u>	<u>-1,603,346</u>
<u>-5,055,490</u>	<i>Net Income</i>		<u>-5,761,301</u>	<u>-6,016,794</u>



## PLACE & INFRASTRUCTURE

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR - PUBLIC PROTECTION</b>				
<b>Service Divisions</b>				
388,702	Administration of Justice Services	50	402,774	403,271
-1,198,047	Car Parking Service	51	-1,903,730	-1,888,154
217,364	Community Safety & Civil Protection	52	204,265	222,861
468,319	Regulatory Services	53	296,958	299,388
-186,939	Licensing	54	-313,342	-329,279
27,846	Service Director Public Protection	55	6,151	6,166
588,785	Environmental Health	56	497,534	426,178
1,139,863	Neighbourhood Delivery	57	1,366,177	1,396,934
139,417	Pest Control & Dog Wardens	58	139,113	112,141
109,542	Registration Services	59	228,772	235,182
566,177	Strategy & Private Sector Housing	60	446,097	501,435
395,172	Trading Standards	61	285,761	291,944
<u>2,656,201</u>	<i>Net Expenditure</i>		<u>1,656,530</u>	<u>1,678,067</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
4,841,314	Employees	62	5,199,277	5,577,351
204,349	Premises	63	213,173	217,442
177,785	Transport	64	194,577	191,987
2,178,025	Supplies and Services	65	1,456,503	1,432,144
-5,374,881	External Income	66	-6,120,787	-6,285,759
-214,641	Government Grants	67	-162,009	-21,147
-13,130	Recharges to Schools	68	-11,000	-11,000
<u>1,798,821</u>			<u>769,734</u>	<u>1,101,018</u>
<b>Indirect Costs/Income</b>				
1,656,857	Support Services	69	1,594,892	1,723,336
126,320	Capital Financing	70	89,605	89,605
-925,797	Internal Recharges	71	-797,701	-1,235,892
<u>857,380</u>			<u>886,796</u>	<u>577,049</u>
<u>2,656,201</u>	<i>Net Expenditure</i>		<u>1,656,530</u>	<u>1,678,067</u>
<b>SERVICE DIRECTOR - PLANNING AND TRANSPORT</b>				
<b>Service Divisions</b>				
396,365	Development Control	72	231,286	273,308
157,131	Environment & Neighbourhoods	73	278,873	293,393
133,677	Environmental Initiatives	74	183,476	167,902
316,742	Highways	75	213,435	203,994
11,113	Service Director Planning & Transport	76	665	2
	Public Transport	77		
514,930	Strategic Planning	78	440,281	558,787
4,249,352	Transportation Strategy	79	3,331,981	3,338,191
<u>5,779,310</u>	<i>Net Expenditure</i>		<u>4,679,997</u>	<u>4,835,577</u>



## PLACE & INFRASTRUCTURE

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR - PLANNING AND TRANSPORT (cont.)</b>				
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
1,979,016	Employees	80	1,893,199	2,018,151
367,723	Premises	81	231,438	240,160
24,745	Transport	82	22,110	22,110
5,303,612	Supplies and Services	83	3,582,810	3,641,723
230	Transfer Payments	84	0	0
-1,391,033	External Income	85	-1,169,163	-1,189,163
-886,141	Government Grants	86	-27,471	-27,471
<u>5,398,152</u>			<u>4,532,923</u>	<u>4,705,510</u>
<b>Indirect Costs/Income</b>				
1,142,757	Support Services	87	1,047,876	1,082,900
141,071	Capital Financing	88	265,168	265,168
-902,670	Internal Recharges	89	-1,165,970	-1,218,001
<u>381,158</u>			<u>147,074</u>	<u>130,067</u>
<u>5,779,310</u>	<i>Net Expenditure</i>		<u>4,679,997</u>	<u>4,835,577</u>
<b>SERVICE DIRECTOR INCLUSIVE GROWTH</b>				
<b>Service Divisions</b>				
130,982	Corporate & Democratic Core	90	184,561	185,529
6,852	Service Director, Inclusive Growth	91	1,490	0
-756,951	Economic Growth and Investment	92	491,236	504,613
301,708	Adult Learning	93	736,323	613,695
-45,607	Procurement	94	60,338	1,208
<u>-363,016</u>	<i>Net Income/Expenditure</i>		<u>1,473,948</u>	<u>1,305,045</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
3,341,623	Employees	95	4,071,721	3,960,484
372,993	Premises	96	199,131	199,234
7,460	Transport	97	19,563	19,563
1,371,214	Supplies & Services	98	671,735	571,735
-3,662,854	External Income	99	-2,829,475	-2,829,475
-3,030	Recharges to Schools	100	-4,803	-4,803
<u>1,427,406</u>			<u>2,127,872</u>	<u>1,916,738</u>
<b>Indirect Costs/Income</b>				
523,661	Support Services	101	527,760	644,721
-100,099	Capital Financing Costs	102	0	0
-1,309,984	Internal Recharges	103	-1,181,684	-1,256,414
<u>-1,790,422</u>			<u>-653,924</u>	<u>-611,693</u>
<u>-363,016</u>	<i>Net Income/Expenditure</i>		<u>1,473,948</u>	<u>1,305,045</u>



## PLACE & INFRASTRUCTURE

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£

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## PUBLIC HEALTH AND WELLBEING

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SUMMARY</b>				
<b>Public Health Directorate</b>				
191,595	Director of Public Health and Wellbeing		672,695	165,439
4,366,803	Service Director Healthcare and Adults Commissioning		4,399,678	4,188,785
10,059,065	Service Director Healthy Lives, Children's Joint Commissioning & EP		10,414,572	11,226,696
-14,979,039	Public Health Grant		-15,486,945	-15,580,920
<b>-361,576</b>	<b>Transfer to(-)/from(+) Public Health Reserve</b>		<b>0</b>	<b>0</b>
<b>Wellbeing Directorate</b>				
506,193	Director of Public Health and Wellbeing		1,760,568	2,141,872
9,336,656	Service Director, Healthcare and Adults Commissioning		8,862,281	9,420,433
5,427,701	Service Director Healthy Lives, Children's Joint Commissioning & EP		5,644,411	5,619,198
45,265,534	Service Director Adult Social Care		49,653,099	47,714,408
<b>60,536,084</b>			<b>65,920,359</b>	<b>64,895,911</b>
<b>60,174,508</b>	<b>Total Net Budget for Department</b>		<b>65,920,359</b>	<b>64,895,911</b>
2,362,618	Capital Charges to Revenue		2,203,535	2,203,535
<b>57,811,890</b>	<b>Net Budget Before Capital Charges</b>		<b>63,716,824</b>	<b>62,692,376</b>



## PUBLIC HEALTH AND WELLBEING

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>PUBLIC HEALTH DIRECTORATE</b>				
<b>DIRECTOR OF PUBLIC HEALTH AND WELLBEING</b>				
<b>Service Divisions</b>				
-11,023	Leadership & Intelligence	1	96,583	112,813
202,618	Public Health Programmes	2	576,112	52,626
<u>191,595</u>	<i>Net Income/Expenditure</i>		<u>672,695</u>	<u>165,439</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
445,133	Employees	3	500,165	517,641
880	Premises	4	0	0
2,489	Transport	5	0	0
130,276	Supplies and Services	6	16,812	16,812
74,740	Third Party Payments	7	570,000	50,000
0	External Income	8	-17,000	-17,000
<u>653,518</u>			<u>1,069,977</u>	<u>567,453</u>
<b>Indirect Costs/Income</b>				
434,877	Support Services	9	427,009	356,990
-896,800	Internal Recharges	10	-824,291	-759,004
<u>-461,923</u>			<u>-397,282</u>	<u>-402,014</u>
<u>191,595</u>	<i>Net Income/Expenditure</i>		<u>672,695</u>	<u>165,439</u>
<b>SERVICE DIRECTOR, HEALTHCARE AND ADULTS COMMISSIONING</b>				
<b>Service Divisions</b>				
13,760	Leadership & Intelligence	11	-45	0
4,335,258	Luton Drug & Alcohol Partnership	12	4,376,474	4,186,313
17,785	Public Health Programmes	13	23,249	2,472
<u>4,366,803</u>	<i>Net Expenditure</i>		<u>4,399,678</u>	<u>4,188,785</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
263,469	Employees	14	373,757	377,631
468	Transport	15	0	0
141	Supplies & Services	16	0	0
3,804,135	Third Party Payments	17	3,812,497	3,649,997
<u>4,068,213</u>			<u>4,186,254</u>	<u>4,027,628</u>
<b>Indirect Costs/Income</b>				
570,294	Support Services	18	607,817	558,285
-271,704	Internal Recharges	19	-394,393	-397,128
<u>298,590</u>			<u>213,424</u>	<u>161,157</u>
<u>4,366,803</u>	<i>Net Expenditure</i>		<u>4,399,678</u>	<u>4,188,785</u>



## PUBLIC HEALTH AND WELLBEING

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR, HEALTHY LIVES, CHILDREN'S JOINT COMMISSIONING AND EP</b>				
<b>Service Divisions</b>				
977,226	Diet & Nutrition	20	1,007,634	887,273
-119,023	Leadership & Intelligence	21	-92	0
5,866,127	Public Health Programmes	22	5,974,650	7,336,056
2,733,327	Sexual Health	23	2,770,285	2,402,785
601,408	Smoking & Tobacco	24	662,095	600,582
<u>10,059,065</u>	<i>Net Expenditure</i>		<u>10,414,572</u>	<u>11,226,696</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
336,927	Employees	25	349,387	345,760
290	Premises	26	0	0
1,679	Transport	27	0	0
30,140	Supplies and Services	28	89,597	25,847
9,359,223	Third Party Payments	29	9,567,691	10,462,934
-16,573	External income	30	-39,549	-39,549
<u>9,711,686</u>			<u>9,967,126</u>	<u>10,794,992</u>
<b>Indirect Costs/Income</b>				
961,916	Support Services	31	826,229	807,511
-614,537	Internal Recharges	32	-378,783	-375,807
<u>347,379</u>			<u>447,446</u>	<u>431,704</u>
<u>10,059,065</u>	<i>Net Expenditure</i>		<u>10,414,572</u>	<u>11,226,696</u>
<b>PUBLIC HEALTH GRANT</b>				
<b>Service Divisions</b>				
-14,979,039	Public Health Grant	33	-15,486,945	-15,580,920
<u>-14,979,039</u>	<i>Net Income</i>		<u>-15,486,945</u>	<u>-15,580,920</u>
<b>Direct Costs/Income</b>				
-14,979,039	Government Grant	34	-15,486,945	-15,580,920
<u>-14,979,039</u>	<i>Net Income</i>		<u>-15,486,945</u>	<u>-15,580,920</u>



## PUBLIC HEALTH AND WELLBEING

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>WELLBEING DIRECTORATE</b>				
<b>DIRECTOR OF PUBLIC HEALTH AND WELLBEING</b>				
<b>Service Divisions</b>				
0	Savings Contingencies	35	1,247,450	1,570,068
255,152	Management	36	262,077	320,763
251,041	Unapportionable Central Overheads	37	251,041	251,041
<u>506,193</u>	<i>Net Expenditure</i>		<u>1,760,568</u>	<u>2,141,872</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
466,755	Employees	38	449,464	507,008
402	Transport	39	0	0
13,368	Supplies & Services	40	1,283,892	1,606,510
<u>480,525</u>			<u>1,733,356</u>	<u>2,113,518</u>
<b>Indirect Costs/Income</b>				
25,668	Support Services	41	27,212	28,354
<u>25,668</u>			<u>27,212</u>	<u>28,354</u>
<u>506,193</u>	<i>Net Expenditure</i>		<u>1,760,568</u>	<u>2,141,872</u>
<b>SERVICE DIRECTOR, HEALTHCARE AND ADULTS COMMISSIONING</b>				
<b>Service Divisions</b>				
585,011	ASC Joint Commissioning Team	42	322,401	519,281
406,979	ASC Contracting & Quality Assurance Team	43	500,917	454,200
868,477	ASC Contracts	44	778,778	681,156
1,764,882	Mental Health Pooled Budget	45	1,842,741	1,690,296
1,945,389	Supporting People	46	1,653,722	1,417,870
3,624,180	SEN Transport	47	3,586,401	4,469,388
141,738	Student Support Transport	48	177,321	188,242
<u>9,336,656</u>	<i>Net Expenditure</i>		<u>8,862,281</u>	<u>9,420,433</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
1,115,646	Employees	49	868,553	1,035,622
1,510	Premises	50	1,862	1,862
2,205,647	Transport	51	2,228,257	2,228,257
4,780,404	Supplies & Services	52	4,374,498	3,984,468
179,901	Third Party Payments	53	198,030	225,843
-125,794	External income	54	-130	-130
-592,200	Government Grants	55	-641,000	-641,000
<u>7,565,114</u>			<u>7,030,070</u>	<u>6,834,922</u>
<b>Indirect Costs/Income</b>				
1,865,501	Support Services	56	1,830,921	2,709,221
1,041	Capital Financing Costs	57	1,290	1,290
-95,000	Internal Recharges	58	0	-125,000
<u>1,771,542</u>			<u>1,832,211</u>	<u>2,585,511</u>
<u>9,336,656</u>	<i>Net Expenditure</i>		<u>8,862,281</u>	<u>9,420,433</u>



## PUBLIC HEALTH AND WELLBEING

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR, HEALTHY LIVES, CHILDREN'S JOINT COMMISSIONING AND EP</b>				
<b>Service Divisions</b>				
171,266	Children's Joint Commissioning & Contracts	59	205,375	60,107
44,644	Commissioning Support	60	47,988	22,725
2,844,081	Leisure Trust	61	3,472,384	3,501,388
1,741,010	Cultural Trust	62	1,781,968	1,893,894
626,700	Trust Client Function	63	136,696	141,084
<u>5,427,701</u>	<i>Net Expenditure</i>		<u>5,644,411</u>	<u>5,619,198</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
475,377	Employees	64	469,222	475,873
64,293	Premises	65	65,996	66,194
11,438	Transport	66	14,950	15,520
1,039,314	Supplies & Services	67	987,524	887,524
279,865	Third Party Payments	68	0	0
-539,584	External income	69	-298,108	-298,108
-26,004	Recharges to Schools	70	-25,990	-25,990
<u>1,304,699</u>			<u>1,213,594</u>	<u>1,121,013</u>
<b>Indirect Costs/Income</b>				
2,317,889	Support Services	71	2,427,329	2,639,697
1,805,113	Capital Financing Costs	72	2,003,488	2,003,488
0	Internal Recharges	73	0	-145,000
<u>4,123,002</u>			<u>4,430,817</u>	<u>4,498,185</u>
<u>5,427,701</u>	<i>Net Expenditure</i>		<u>5,644,411</u>	<u>5,619,198</u>



## PUBLIC HEALTH AND WELLBEING

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR, ADULT SOCIAL CARE</b>				
<b>Service Divisions</b>				
Adult Social Services				
-10,470,171	Service Director, Adult Social Care	74	-7,351,312	-8,287,624
740,638	Unapportionable Central Overheads	75	1,026,591	1,112,288
Physical Disabilities & Frail Elderly				
5,640,303	Assessment & Care Planning	76	5,268,359	5,489,266
Purchased Care				
5,543,817	Residential & Nursing	77	5,497,664	5,386,372
11,523,441	Non Residential Care	78	11,439,433	11,496,625
532,019	Equipment & Adaptations	79	599,442	600,257
Provider Services				
2,001,267	Reablement & Extra Care Services	80	2,210,209	756,119
3,667,182	Day Services	81	3,732,159	3,488,876
Learning Disabilities				
1,319,301	Assessment & Care Planning	82	1,417,252	1,607,508
Purchased Care				
8,382,122	Residential & Nursing	83	9,722,598	9,288,586
3,941,868	Non Residential Care	84	4,230,759	4,055,130
Provider Services				
2,862,529	Day Services	85	3,022,420	2,832,381
1,871,413	Supported Living	86	1,874,787	1,884,883
640,093	Respite Services	87	601,707	631,665
Mental Health				
Purchased Care				
6,202,086	Residential & Nursing	88	5,446,518	6,550,124
651,581	Non Residential Care	89	655,314	572,215
198,202	Other Mental Health	90	209,914	228,920
Other Adult Services				
17,843	Drug & Alcohol Services	91	49,285	20,817
<u>45,265,534</u>	<i>Net Expenditure</i>		<u>49,653,099</u>	<u>47,714,408</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
16,602,834	Employees	92	16,668,306	16,319,078
497,538	Premises	93	426,256	428,162
904,294	Transport	94	550,352	550,191
2,867,939	Supplies and Services	95	1,813,445	1,253,445
51,786,429	Third Party Payments	96	52,648,993	53,270,660
39,090	Transfer Payments	97	91,692	91,692
-13,094,442	Government Grants	98	-7,259,780	-8,331,418
-20,118,658	External Income	99	-20,595,579	-20,669,481
<u>39,485,024</u>			<u>44,343,685</u>	<u>42,912,329</u>
<b>Indirect Costs/Income</b>				
5,224,046	Support Services	100	5,110,657	4,663,322
556,464	Capital Charges	101	198,757	198,757
0	Internal recharges	102	0	-60,000
<u>5,780,510</u>			<u>5,309,414</u>	<u>4,802,079</u>
<u>45,265,534</u>	<i>Net Expenditure</i>		<u>49,653,099</u>	<u>47,714,408</u>



## CUSTOMER & COMMERCIAL - HOUSING REVENUE ACCOUNT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
	<b>SUMMARY</b>			
-10,532,194	Balance brought forward at 1st April		-12,137,798	-14,226,456
-1,605,604	Service Director, Housing		-2,088,658	-2,062,202
<b>-12,137,798</b>	<b>Balance carried forward at 31st March</b>		<b>-14,226,456</b>	<b>-16,288,658</b>



## CUSTOMER & COMMERCIAL - HOUSING REVENUE ACCOUNT

2019-2020 Actual	Description	Item No.	2020-2021 Estimate	2021-2022 Estimate
£			£	£
<b>SERVICE DIRECTOR, HOUSING</b>				
<b>Service Divisions</b>				
902,709	Aids & Adaptations	1	920,971	920,971
10,727,793	Asset Management	2	12,505,325	12,578,096
524,975	Business Development	3	647,728	677,911
17,211,524	Capital Charges	4	15,271,957	15,496,463
275,361	Head of Landlord Services	5	252,904	248,449
5,217,109	Housing Management	6	5,564,401	5,789,045
252,802	HRA Shops	7	384,237	193,702
660,500	Policy & Management	8	754,332	789,954
-38,247,893	Rent and Other Income	9	-39,499,271	-39,882,206
869,516	Sheltered Accommodation	10	1,108,758	1,125,413
<u>-1,605,604</u>	<i>Net Income &amp; Contribution to Revenue Balances</i>		<u>-2,088,658</u>	<u>-2,062,202</u>
<b>Expenditure Analysis</b>				
<b>Direct Costs/Income</b>				
4,364,172	Employees	11	5,083,232	5,260,179
12,286,935	Premises	12	11,828,605	11,678,640
95,194	Transport	13	86,994	86,994
1,738,469	Supplies and Services	14	1,901,883	1,946,710
50,766	Third Party Payments	15	65,000	65,000
10,349	Transfer Payments	16	20,000	20,000
-38,453,676	External Income	17	-39,781,616	-40,164,701
-23,701,335	Transfer to Net Housing Revenue	18	-300,776	-300,776
<u>-43,609,126</u>			<u>-21,096,678</u>	<u>-21,407,954</u>
<b>Indirect Costs/Income</b>				
1,433,551	Support Services	19	1,641,132	1,743,197
40,842,469	Capital Financing	20	17,584,259	17,814,259
-272,498	Internal Recharges	21	-217,371	-211,704
<u>42,003,522</u>			<u>19,008,020</u>	<u>19,345,752</u>
<u>-1,605,604</u>	<i>Net Income &amp; Contribution to Revenue Balances</i>		<u>-2,088,658</u>	<u>-2,062,202</u>



## Unavoidable Increases in Cost - 2021/22 Draft Budget Proposals

Dept.	Service	Proposal	Base Budget 2020/21 £'000	Budget Growth			
				2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000

### Corporate Cost Increases

All	All, bar Social Care	Contractual Inflation - excluding Childrens and Adults Social Care	86,389.1	630.0	1,880.0	3,130.0	4,380.0
All	All, bar Social Care	Employee Costs - Pay Awards, excluding Childrens and Adults Social Care (minimum for 2021/22)	72,967.4	155.5	1,503.7	2,204.3	2,257.3
All	All, bar Social Care	Employee Costs - Increments, excluding Childrens and Adults Social Care	55,749.8	226.8	453.6	680.4	907.2
All	All, bar Social Care	Employee Costs - Pension Costs, excluding Childrens and Adults Social Care	10,315.7	695.9	1,391.7	t.b.c	t.b.c

### Specific Service Cost Increases

PHWB	Adult Social Care	Contractual Inflation - Adults Social Care	57,668.9	934.5	2,384.5	3,834.5	5,284.5
PHWB	Adult Social Care	Employee Costs - Pay Awards, Adults Social Care (minimum for 2020/21)	16,565.0	78.8	408.1	737.4	1,066.7
PHWB	Adult Social Care	Employee Costs - Pension Costs, Adults Social Care	2,354.7	125.5	251.1	t.b.c	t.b.c
PHWB	Adult Social Care	Employee Costs - Increments, Adults Social Care	12,467.5	158.2	316.5	474.7	633.0
PHWB	Adult Social Care	Children's transition to adult care. 5 Placements including 1 very high cost placement (5:1)	19,452.0	535.0	535.0	535.0	535.0
PHWB	Adult Social Care	Increase in Mental Health Placements	6,312.0	100.0	100.0	100.0	100.0
CF&E	Children's Social Care	Contractual Inflation - Childrens Social Care	21,822.2	360.0	720.0	1,080.0	1,440.0
CF&E	Children's Social Care	Employee Costs - Pay Awards, Childrens Social Care (minimum for 2020/21)	16,173.6	14.7	333.0	651.3	969.6
CF&E	Children's Social Care	Employee Costs - Pension Costs, Childrens Social Care	2,223.2	126.2	252.5	t.b.c	t.b.c
CF&E	Children's Social Care	Employee Costs - Increments, Childrens Social Care	12,349.6	73.2	146.4	219.6	292.7
CF&E	Children's Services, including Social Care	Children's Improvement Programme - increased support staff	25,929.4	817.3	538.0	491.4	491.4
CF&E	Special Educational Needs	SEND transformation improvement plan following inspection (net of joint funding from CCG and internal budget reallocations from underspent budgets)	1,008.0	235.2	235.2	235.2	235.2
CE	Policy, Communities & Engagement	Luton 2040 Team to meet strategic priorities	0.0	200.0	200.0	200.0	200.0



## Unavoidable Increases in Cost - 2021/22 Draft Budget Proposals

Dept.	Service	Proposal	Base Budget 2020/21 £'000	Budget Growth			
				2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
CCS	Housing Benefits	Reduction in Housing Benefit Admin Grant	-1,029.4	131.7	131.7	131.7	131.7
CCS	Housing	Adjust Assisted Technology Services budget to current contract costs and market capacity	-180.6	150.0	150.0	150.0	150.0
CCS	Housing	Adjust Rent Deposits budget to current requirements	-27.8	140.0	140.0	140.0	140.0
P&I	Neighbourhood Enforcement	To continue funding 3.5 FTE enforcement posts, previously met from use of the WCSS grant that is no longer available.	-127.0	127.0	127.0	127.0	127.0
P&I	Fleet Transport	Conversion of the vehicle fleet to Green Bio-diesel Fuel. Additional fuel cost, no vehicle or infrastructure conversion needed.	735.7	80.0	80.0	80.0	80.0
P&I	Property & Construction	To correct the achievable income budget for Clemitson House. Internal recharge budget adjustment not made in 2020/21	-224.0	224.0	224.0	224.0	224.0
P&I	Property & Construction	Fallout of temporary Town Hall decant funding approved for 2020/21 Budget. (not used in 20/21 & no longer needed)	200.0	-200.0	-200.0	-200.0	-200.0

<b>Total General Fund Growth Cost</b>	<b>6,119.7</b>	<b>12,302.0</b>	<b>15,226.6</b>	<b>19,445.4</b>
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Income for Specific Service Costs							
PHWB	Adult Social Care	Adult Social Care Precept	n/a	-2,256.5	-2,256.5	-2,256.5	-2,256.5
PHWB	Social Care	Social Care Grant	n/a	-1,071.6			
PHWB	Invest to Save Reserve	Contribution from Reserves for Childrens Improvement Programme staffing and Luton 2040 post	n/a	-876.8	-538.0	-491.4	-491.4

<b>Total New Income to Support Cost Increases</b>	<b>-4,205.0</b>	<b>-2,794.5</b>	<b>-2,748.0</b>	<b>-2,748.0</b>
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<b>Net Impact of Unavoidable Increases in Cost</b>	<b>1,914.7</b>	<b>9,507.5</b>	<b>12,478.6</b>	<b>16,697.4</b>
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## Savings Recommended for Inclusion in the 2021/22 Budget

Service Area	Project Ref	Project Name and Description	2021/22 Saving £000	Estimated Post Reductions	No. of Vacancies within this department	Previously Approved at 2020/21 Budget	Impact on Equalities	Savings Category
Revenues & Benefits	CE/21/001	Regular financial review of Adult Social Care packages	-500.0	0.0	0.0		4	Process & Efficiency Improvements
Revenues & Benefits	CE/21/002	Investing in further robots in Revs & Bens	-17.0	0.0	0.0		4	System/Service Redesign
Finance	CE/21/003	Increased audit income	-6.0	0.0	0.0		4	Trading & Commercialisation
Finance	CE/21/004	Further digitisation of processes	-5.0	0.0	0.0		4	System/Service Redesign
Legal	CE/21/005	Legal admin/CE business support	-30.0	0.0	0.0		4	Changes to Organisational Structure/Responsibilities
All Chief Executive's	CE/21/006	Review of 3rd and 4th tier structures	-150.0	2.0	tbc		2	Changes to Organisational Structure/Responsibilities
ICT	IE/21/001	Application Portfolio Management Phase 2	-200.0	0.0	0.0		4	System/Service Redesign
All	IE/21/002	Avaya and travel budgets	-25.0	0.0	0.0		4	Process & Efficiency Improvements
Customer & Organisation Development	IE/21/003	Print savings	-70.0	0.0	0.0		4	Process & Efficiency Improvements
Property & Infrastructure	IE/21/005	Highways staffing restructure	-90.0	2.0	2.0		1	Changes to Organisational Structure/Responsibilities
Neighbourhood Services	IE/21/006	New pest control contract with MK	-30.0	0.0	0.0		4	Procurement & Commissioning Efficiencies
Sustainable Development	IE/21/008	PTU Commercial income	-30.0	0.0	0.0		4	Trading & Commercialisation
Citizen Engagement & Legal Services	CE/20/004	Review provision of apprentices	-14.0	0.5	0.5	yes	2	Changes to Organisational Structure/Responsibilities
Citizen Engagement & Legal Services	CE/20/005	Structural & functional review - opportunities for focussing activity to support Luton 2040 and community empowerment	-154.0	4.5	4.5	yes	2	Changes to Organisational Structure/Responsibilities
Citizen Engagement & Legal Services	CE/20/008	Review of senior management structures	-275.0	4.0	2.0	yes	3	Changes to Organisational Structure/Responsibilities
Human Resources	C&C/20/001	New recruitment service for contingent labour	-272.8	0.0	0.0	yes	4	System/Service Redesign



## Savings Recommended for Inclusion in the 2021/22 Budget

Service Area	Project Ref	Project Name and Description	2021/22 Saving £000	Estimated Post Reductions	No. of Vacancies within this department	Previously Approved at 2020/21 Budget	Impact on Equalities	Savings Category
Revenues & Benefits	C&C/20C/001	Customer Services new operating model	-150.0	5.0	tbc	yes	2	Changes to Organisational Structure/Responsibilities
All	C&C/20C/002	Temporary recruitment moratorium across department (except HRA and posts subject to OCA's)	500.0	0.0	0.0	yes	4	Procurement & Commissioning Efficiencies
Housing	C&C/20C/013	Transfer of shopping parades from the HRA to General Fund, with GF properties moving to the HRA (subject to appropriate arrangements being reached and consultation with the Tenants Board)	-250.0	0.0	0.0	yes	4	Procurement & Commissioning Efficiencies
Housing	C&C/20C/014	BTS procurement saving on the materials contract starting in Aug 2020 (one year saving but subject to the market and volumes)	150.0	0.0	0.0	yes	4	Procurement & Commissioning Efficiencies
Revenues & Benefits	C&C/21/001	New Council Tax Reduction Scheme proposal for 21/22	-500.0	0.0	0.0	yes	1	System/Service Redesign
Adult Social Services	PH&WB/20/001	Review Model of ASC Provision including Day Centres, Extra Care and Reablement	-712.0	38.6	80.5	yes	3	Changes to Organisational Structure/Responsibilities
Healthcare & Adults Commissioning	PH&WB/20/003	Financial efficiencies to ensure affordability of the Library Service, whilst supporting the modernisation and transformation of the service in response to emerging needs	-100.0	0.0	0.0	yes	4	Process & Efficiency Improvements
Healthcare & Adults Commissioning	PH&WB/20/004	Staffing efficiencies across Commissioning (Removal of vacant posts)	-129.0	4.0	4.0	yes	4	Changes to Organisational Structure/Responsibilities
Adult Social Services	PH&WB/20/005	ASC - Review of existing high cost home care packages to ensure levels of care are appropriate to need following strength based assessments	-100.0	0.0	0.0	yes	4	Changes to Organisational Structure/Responsibilities
Adult Social Services	PH&WB/20/007	ASC Scale of Charges - review of Supported Living charges in line with re-commissioned services	-10.0	0.0	0.0	yes	1	Changes to Organisational Structure/Responsibilities



## Savings Recommended for Inclusion in the 2021/22 Budget

Service Area	Project Ref	Project Name and Description	2021/22 Saving £000	Estimated Post Reductions	No. of Vacancies within this department	Previously Approved at 2020/21 Budget	Impact on Equalities	Savings Category
Adult Social Services	PH&WB/20/008	Review of ASC in-house transport following strength based reviews (Side by Side Programme) and review of model of care across provider services	-650.0	0.0	0.0	yes	4	Procurement & Commissioning Efficiencies
Adult Social Services	PH&WB/20/009	Review clients travel following strength based assessments (Side by Side programme) and commissioning activity efficiencies	-150.0	0.0	0.0	yes	4	Changes to Organisational Structure/Responsibilities
Adult Social Services	PH&WB/20/010	ASC staff savings following restructure across care management and changes in care packages following embedment of strength based assessment (Side by Side programme)	-100.0	0.0	20.4	yes	3	Changes to Organisational Structure/Responsibilities
Adult Social Services	PH&WB/20/011	Review of out of area Supported Living and Respite accommodation exploring joint commissioning options across BLMK	-131.0	0.0	0.0	yes	3	Procurement & Commissioning Efficiencies
Adult Social Services	PH&WB/20/012	Implementation of Prepayment Cards to all DP clients. Savings achieved through more rigorous resource allocation.	-160.0	0.0	0.0	yes	4	Process & Efficiency Improvements
Adult Social Services	PH&WB/20/015	Review Adults preventative and non-statutory commissioned services	-263.0	0.0	0.0	yes	4	Procurement & Commissioning Efficiencies
Healthcare & Adults Commissioning	PH&WB/20/017	Review of Mental Health Social Work provider exploring potential for efficiency savings	-180.0	0.0	0.0	yes	4	Procurement & Commissioning Efficiencies
Healthcare & Adults Commissioning	PH&WB/20/018	Public Health Services Review exploring other current council spend areas for reinvestment whilst complying with grant conditions	-628.6	0.0	0.0	yes	4	Process & Efficiency Improvements
Healthcare & Adults Commissioning	PH&WB/20/021	Temporary recruitment moratorium across department (subject to OCA's)	350.0	0.0	0.0	yes	4	Trading & Commercialisation
Property & Infrastructure	P&I/19/004	Introduce access charges for the busway to fund ongoing costs and environmental impact	-20.0	0.0	0.0	yes	3	Trading & Commercialisation



## Savings Recommended for Inclusion in the 2021/22 Budget

Service Area	Project Ref	Project Name and Description	2021/22 Saving £000	Estimated Post Reductions	No. of Vacancies within this department	Previously Approved at 2020/21 Budget	Impact on Equalities	Savings Category
Property & Infrastructure	E&R/20/006	Rationalisation of the Community, Leisure and Cultural Estate	-824.5	0.0	0.0	yes	4	Changes to Organisational Structure/Responsibilities
Strategic Planning	P&I/20C/006	Major Projects - delete 2 posts	-22.0	2.0	2.0	yes	2	Changes to Organisational Structure/Responsibilities
Strategic Planning	P&I/20C/008	Planning Policy & Environment Team - temporary freeze on vacant posts (one-off)	126.0	0.0	0.0	yes	4	Process & Efficiency Improvements
Inclusive Growth	P&I/20C/011	Economic Development Team review and rationalisation, with alignment to priorities of Luton 2040 and Covid-19 Economic Recovery Plan and tapping into external funds to support delivery	-34.0	1.0	1.0	yes	2	Changes to Organisational Structure/Responsibilities
Property & Infrastructure	P&I/20C/017	Savings from buildings being closed for several months (one-off)	350.0	0.0	0.0	yes	4	Process & Efficiency Improvements
Property & Infrastructure	P&I/21/001	Office Estate Rationalisation	-152.0	0.0	0.0	yes	4	Process & Efficiency Improvements
Children's Quality & Improvement	CFE/20/001	To develop a Family Resource Service - reviewing all resource services in children operational services to create one resource service.	-198.0	0.0	0.0	yes	4	Changes to Organisational Structure/Responsibilities
Children's, Families & Education - Whole Department	CFE/20/007	Change in investment level for Children's Social Care for 2021/22 (agreed by Exec on 27/4/20 on demand led approach)	500.0	0.0	0.0	yes	4	Process & Efficiency Improvements
Education	CFE/20/008	Family Information Service Saving (reinstate budget 2020/21 one-off saving)	21.0	0.0	0.0	yes	4	Process & Efficiency Improvements
Education	CFE/20/009	14-19 Progression and Transition Team Increase income to 14-19 Progression and Transition Team (reinstate budget 2020/21 one-off saving)	30.0	0.0	0.0	yes	4	Process & Efficiency Improvements
Education	CFE/20/010	SEN-Savings in SEN budget (reinstated budget 2020/21 one-off saving)	32.0	1.0	1.0	yes	4	Process & Efficiency Improvements



## Savings Recommended for Inclusion in the 2021/22 Budget

Service Area	Project Ref	Project Name and Description	2021/22 Saving £000	Estimated Post Reductions	No. of Vacancies within this department	Previously Approved at 2020/21 Budget	Impact on Equalities	Savings Category
Education	CFE/20/011	Education Welfare Service-Increased Trading Target (10k per annum) and deferment of appointment of vacant post for 6 months (reinstated budget 2020/21 one-off saving)	14.0	0.0	0.0	yes	4	Trading & Commercialisation
Education	CFE/20/012	Moving from a School Improvement Service to an Education Standards and Effectiveness Service – change in staffing resource	-43.0	0.2	0.2	yes	2	Changes to Organisational Structure/Responsibilities
Education	CFE/20/013	Schools Traded Service – Ensuring costs of operating courses from The Leagrave Centre are fully covered by trading income.	-4.0	0.0	0.0	yes	4	Trading & Commercialisation
Education	CFE/20/020	Early years-Staff change and ceasing of support contract	-32.0	1.0	0.0	yes	2	Changes to Organisational Structure/Responsibilities
Education	CFE/20/021	School Meals Service-Ceasing to operate the School Meals Service and completely remove the current GF subsidy.	-550.0	259.0	8.0	yes	3	System/Service Redesign
<b>Total General Fund Savings</b>			<b>-5,888.9</b>	<b>324.8</b>	<b>126.1</b>			

### Impact on Equalities Key

- 1 - Required, Not Started
- 2 - Work in Progress
- 3 - Completed
- 4 - Not Needed



## Savings Recommended for Inclusion in the 2021/22 Budget

Service Area	Project Ref	Project Name and Description	2021/22 Saving £000	Estimated Post Reductions	No. of Vacancies within this department	Previously Approved at 2020/21 Budget	Impact on Equalities	Savings Category
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## **CAPITAL EXPENDITURE PROGRAMME 2021 - 2026**

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## CAPITAL PROGRAMME SUMMARY 2021-2026

SUMMARY	Total £'000	Spend to	Estimated Expenditure					
		31.03.20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
GENERAL FUND								
Inclusive Economy	466,708.2	312,577.3	29,973.6	36,933.6	30,263.6	18,455.8	22,394.3	16,110.0
Childrens, Families & Education	126,629.3	69,324.2	9,405.9	11,363.2	9,059.0	9,059.0	9,059.0	9,359.0
Commercial	466,474.8	239,065.8	135,557.0	55,361.0	18,250.0	15,201.0	3,040.0	
Population and Well Being	57,244.1	29,247.4	15,171.7	2,745.0	4,395.0	1,895.0	1,895.0	1,895.0
	<u>1,117,056.4</u>	<u>650,214.7</u>	<u>190,108.2</u>	<u>106,402.8</u>	<u>61,967.6</u>	<u>44,610.8</u>	<u>36,388.3</u>	<u>27,364.0</u>
HOUSING REVENUE ACCOUNT								
Customer and Commercial - HRA	207,950.8	83,158.4	19,426.6	24,634.7	29,084.7	26,424.7	12,503.0	12,718.7
TOTAL PROGRAMME	<u>1,325,007.1</u>	<u>733,373.1</u>	<u>209,534.8</u>	<u>131,037.5</u>	<u>91,052.3</u>	<u>71,035.5</u>	<u>48,891.3</u>	<u>40,082.7</u>



## INCLUSIVE ECONOMY

Item No.	Proj. No.	Details of Project	Res. Code	Excp. Rpt.	Total £000	Spend To 31.03.20 £000	Estimated Expenditure					
							2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
		<b>Adults</b>										
1	AD01	Modernisation of Day Services & Respite	PB		7181.5	7188.4	-6.9					
		<b>Cleansing</b>										
2	WS01	Recycling Centre & Bins	CR	*	1580.3	721.5	146.3	175.0	167.5	185.0	185.0	
3	WS04	Replacement Litter Bins	CR		70.0	17.5	17.5	17.5	17.5			
4	WS02	WCSS Implementation (Weekly Collection Support Scheme)	CG		1042.0	708.3	333.7					
		<b>Fleet</b>										
5	WS03	In Cab Technology	CG		158.3	123.3	35.0					
6	TS01	Transport Replacement Programme	CR		16145.9	7255.4	865.4	2223.0	1840.5	3700.3	261.3	
		<b>Highways</b>										
7	HW25	Active Travel Improvements	CR		280.0		280.0					
8	NEW	Air Quality & Carbon Reduction	PB		100.0			100.0				
9	HW24	Chaul End Lane Hatters Way-Dunstable Road	CR	*	1050.0			350.0	350.0	350.0		
10	NEW	Congestion Management	PB	*	3750.0			450.0	750.0	750.0	900.0	900.0
11	HW14	Digitalisation of Existing Safety Camera Stock	CR	*	592.3	160.0	132.3	300.0				
12	HW21	Dunstable Road, Bury Park	CR		436.6	82.1	19.5		335.0			
13	HW20	East Luton Corridor (South)	CG/CR		30020.4	29993.8	26.6					
14	HW22	Electric Vehicle Charging infrastructure	CG/CR		382.7	282.7		100.0				
15	HW16	Enforcement of Red Routes Using CCTV	CR		175.9	175.9						
16	NEW	Highways Structures	PB	*	1365.0			395.0	340.0	210.0	210.0	210.0
17	HW13	LLA Highway Access (Junctions of ELC)	CG		3200.2	1438.3	1761.9					
18	HW09	LTP Maintenance	GC		11942.6	5979.6	1330.0	1330.0	1101.0	1101.0	1101.0	
19	HW01	LTP Package for Integrated Transport	GC		13354.1	6069.1	1457.0	1457.0	1457.0	1457.0	1457.0	
20	HW02	Luton Dunstable Busway - Works	CG/CR/TP		84438.1	82151.8	1500.0	786.3				
21	HW03	Luton Town Centre Transport Scheme	CG/CR		21233.9	19974.0		1259.9				
22	HW04	M1 Junction 10a - Construction	CG/CR		30192.1	29686.7	505.4					
23	HW15	Red Routes	CR		70.2	3.9	66.3					
24	HW11	Replacement Highway Lighting Columns	CR	*	6090.1	2970.9	1465.2	1000.0	326.0	328.0		
25	HW12	Resurfacing	CG/CR	*	12862.8	5849.9	1272.0	1540.9	1400.0	1400.0	1400.0	
26	HW17	Speed Restraint Measures	CR	*	1570.0	534.4	235.6	500.0	300.0			
27	HW18	Street Lighting LED Lantern Conversion	CR	*	5181.6	1603.6	1328.0	2250.0				
28	NEW	Traffic Exclusion Zones Pilot Scheme	PB		95.5			90.5	5.0			
	NEW	Urban Traffic Management Control (UTMC) Systems	PB		50.0				50.0			
		<b>ICT</b>										
29	TF09	Additional public wi fi to support BYOD	PB		40.0		40.0					
30	NEW	APP Replacement	PB	*	150.0				150.0			
31	RP01	Application Software	PB		10.0	2.1	7.9					
32	TF11	Avaya Unified Communications	PB	*	130.0		130.0					
33	TF12	Break Fix networks and infrastructure	PB	*	100.0		50.0	50.0				
34	TF05	Business Intelligence	PB		355.9	355.9						
35	CE12	Corporate Wifi	PB		20.5		20.5					
36	RP03	Data Centre Refresh	PB	*	3176.0	3076.2	99.8					
37	RP06	Desktop Refresh Programme	PB	*	1469.5	344.5	671.0	454.0				
38	NEW	Digital 360 Development	PB	*	100.0			100.0				



## INCLUSIVE ECONOMY

Item No.	Proj. No.	Details of Project	Res. Code	Excp. Rpt.	Total £000	Spend To 31.03.20 £000	Estimated Expenditure					
							2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
39	TF01	Digital Inclusion	PB	*	111.4	75.7	35.7					
40	TF08	Digital Strategy Implementation	PB	*	1713.7	1634.1	79.6					
41	TF10	File Store management software	PB	*	175.0		175.0					
42	TF14	Future Ready Programme	PB	*	460.0		460.0					
43	RP11	Hot Swap Stock	PB	*	94.1	39.7	54.4					
44	NEW	ICT Peripherals Stock	PB	*	72.0			72.0				
45	RP07	Intranet Replacement	PB	*	205.0	157.8	47.2					
46	RP10	Mobile and tablet refresh	PB	*	316.7	171.3	145.4					
47	NEW	Mobile Device Refresh - Refresh of Iphone	PB	*	360.0			360.0				
48	RP09	Mobile telephony estate refresh	PB	*	370.0	38.2	331.8					
49	NEW	Network Refresh	PB	*	250.0			250.0				
50	TF07	New ICT Software - BI	PB	*	33.4		33.4					
51	TF06	New ICT Software - Technology	PB	*	250.0		90.0	160.0				
52	CE13	Sharepoint replacement	PB	*	30.0		30.0					
53	TF02	Transition PS for Data Centre Refresh	PB	*	2054.6	1753.5	301.1					
54	TF04	Unified comms for telephony system	PB	*	109.7	72.9	36.8					
55	TF03	W2 Improvement	PB	*	30.0		30.0					
56	RP14	Website - refreshing/replacing digital platform	PB	*	240.0	49.6	165.4	25.0				
57	TF13	Workflow 360	PB	*	50.0		50.0					
<b>Property</b>												
58	PR07	Alterations to Town Hall to support TWTP	CR	*	4175.8	2550.0	500.8	1000.0	125.0			
59	PR30	Apex House - Replacement Windows	CR	*	400.0			400.0				
60	PR25	Apex House Refurbishment to Floor 3	CR	*	800.0	10.0		790.0				
61	PR18	Arndale House Fit Out & IT (3.5 floors)	CG/CR	*	1735.6	1381.8	353.8					
62	PR04	Asbestos Management and Removal	CR	*	1149.8	748.2	93.7	170.0	137.9			
63	PR30	Automatic Door Barriers/Roller Shutter	PB	*	1000.0				1000.0			
64	NEW	Boiler Replacement Programme	PB	*	300.0			150.0	150.0			
65	PR09	Building Schools for the Future (BSF) Life Cycle Costs - 25 Years	CR		3420.0	1520.0	380.0	380.0	380.0	380.0	380.0	
66	HW06	Burr Street Square Public Realm Enhancements	CR		210.2	105.2	105.0					
67	IVP02	Bute Street Car Park	PB	*	5000.0		5000.0					
68	PR20	Clemitson House Refurbishment to Floors 1 & 2	CR		75.0	75.0						
69	PR10	Community Centres - Maintenance and Compliance	CR	*	1605.0	307.5	47.5	1250.0				
70	IVP06	Creative Quarter Regeneration	PB	*	269.0		269.0					
71	PR08	Depot - Major Refurbishment	CR	*	2490.6	1803.4	-112.8		800.0			
72	NEW	Depot Former Street Services Building - Demolition	PB		225.0			225.0				
73	EN01	Energy Conservation to Support Energy Performance Contract (Honeywell-	PB	*	2156.3	2147.1	9.2					
74	NEW	Energy Management Programme Buildings	PB	*	200.0			200.0				
75	EN02	Energy Performance Contract - Phase 3	PB	*	500.0	345.8	154.2					
76	EN03	Energy Performance Contract - Phase 4	PB	*	500.0		500.0					
77	IVP04	Farley Hill Redevelopment	CG/PB	*	1000.0			1000.0				
78	NEW	Capital Strategy - Future capital programme	PB		30000.0						15000.0	15000.0
79	NEW	Hatters Way Drainage	PB		200.0			200.0				
80	PR29	Inspire HQ and Library	CR	*	2532.0		200.0	2200.0		132.0		
81	IVP01	Investment Properties Project	PB	*	62073.8	62686.9	-633.1			20.0		
82	IVP03	Investment Properties Refurbishments	PB	*	1187.0		487.0	700.0				
83	NEW	Leagrave Centre - Building Refurb & Extension	PB	*	1250.0			1250.0				
84	IVP05	Lewsey Park Development Project	CG/PB	*	200.0			200.0				



## INCLUSIVE ECONOMY

Item No.	Proj. No.	Details of Project	Res. Code	Excp. Rpt.	Total £000	Spend To 31.03.20 £000	Estimated Expenditure					
							2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
85	PR02	Library Buildings - Refurbishment Programme	CR	*	960.2	447.6	-137.4		650.0			
86	NEW	Lifts Refurbishment Programme - Corporate Buildings	PB	*	900.0				300.0	600.0		
87	NEW	Main Town Hall Building - Replacement Windows	PB	*	1200.0				1200.0			
88	HW07	Midland Road Square Public Realm Enhancement	CR		135.0	107.1	27.9					
89	PR26	Napier Park - East of Luton 106	CG		1197.3	734.9	462.4					
90	PR23	New Childrens Play Area Leagrave Park	CR		75.0		75.0					
91	PR15	New Multi Storey Car Park (MSCP) for Luton Town Centre	CR	*	6400.0	455.2	-162.9		6107.7			
92	PK06	New Vale Cemetery Boundary Fence	CR		7.0		7.0					
93	PK07	Play Equipment Replacement	CG/CR	*	325.0		100.0	75.0	75.0	75.0		
94	NEW	Preservation House Purchase	PB		950.0			950.0				
95	NEW	Preservation House Refurb	PB	*	500.0			500.0				
96	PR01	Property Maintenance - Priority Programme	CR	*	12780.9	5372.5	1408.4	1500.0	1500.0	1500.0	1500.0	
97	EN04	Renewable Energy Regeneration Park	CR	*	250.0		250.0					
98	NEW	Roof Renewals Programme - Corporate Buildings	PB	*	600.0				200.0	400.0		
99	PR13	Roof Renewals to Operational Building Following Aerial Survey Reports	CR		155.4	155.4						
100	PR14	Silver Street Car Park Culvert Repairs	CG/CR/F	*	2047.7	219.6	225.1	1462.0	141.0			
101	PR24	Stockwood Park & Chalk Hills Academy Fire Prevention	CR		300.0		250.0	50.0				
102	PR23	Stockwood Park Academy Water Compliance	CR		175.0		50.0	125.0				
103	PK02	Stockwood Park Veteran Tree Measures	CR/TP		51.1	7.3	23.8	20.0				
104	EN04	Sustainable Tree Planting Programme	CR		50.0			50.0				
105	NEW	Town Centre Culvert Opening	PB/CG	*	10000.0			1000.0	4850.0	4150.0		
106	NEW	Town Centre Delivery	PB	*	2000.0			1000.0	1000.0			
107	PK03	Town Centre Tree Management Programme	CR		414.9	141.4	33.5	160.0	80.0			
108	PR17	Town Hall Clock Tower Structural Repairs	CR		150.0		150.0					
109	PR22	Town Hall Extension - External Fabric Renewal & Replacement Windows	CR		0.0	35.0	-35.0					
110	NEW	Town Hall Extension recladding	PB		590.0				590.0			
111	PR19	TSLT (BWA/BSA) Post Construction Outstanding Work Completion	CR		323.3	323.3						
112	PIXXY	Vale Cemetery Extension	PB		4500.0		2000.0	1305.0	790.0	405.0		
113	NEW	Vale Landscaping Enhancements	PB		100.0			100.0				
114	NEW	Vale Stockwood Park Masterplan Consultancy (Athletics Track Incl)	PB		200.0			200.0				
115	WP02	Wardown Lake & Terrace Restoration	CG/CR	*	1342.5			517.5	412.5	412.5		
116	PR21	Waste Transfer Station - Fire Safety Works	CR	*	1668.0	68.0	100.0	1500.0				
117	PIXXX	WTS/MRF Refurbishment	PB		1200.0		1200.0					
<b>Regeneration</b>												
118	HW08	Luton Station Gateway	PB		19163.0	19034.2	128.8					
119	HW05	Parkway Station Northern Entrance	PB		1013.2	955.1	58.1					
120	HW30	Train Station Regeneration - Access to All	PB	*	2500.0		500.0		1100.0	900.0		
<b>Special Operations</b>												
121	HW24	CCTV Upgrade to Synergy 3	PB	*	158.0			158.0				
122	HW10	Deploy CCTV Cameras for Enforcement Around Schools	PB		101.0	97.2	3.8					
123	NEW	Improving & Regulating ON-Street Parking (Area Parking Works)	PB	*	350.0			350.0				
124	HW23	Lane Watch Bus Lane Cameras	PB		45.0		45.0					
125	HW25	Mobile enforcement solution	PB	*	85.0				85.0			
					<b>466708.2</b>	<b>312577.3</b>	<b>29973.6</b>	<b>36933.6</b>	<b>30263.6</b>	<b>18455.8</b>	<b>22394.3</b>	<b>16110.0</b>



## CHILDREN, FAMILIES AND EDUCATION

Item No.	Proj. No.	Details of Project	Res. Code	Excp. Rpt.	Total £000	Spend To 31.03.20 £000	Estimated Expenditure					
							2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
Schools												
1	SC07	BSF Phase 1 Barnfield South - Construction	CG		29,186.3	29,158.2	28.1					
2	SC02	Development of Putteridge Playing Fields	CG		472.3	467.1	5.2					
3	SC03	Development of Wycombe as SEND Provision	CG		38.0		38.0					
4	SC05	Devolved Formula Capital Grant	CG		5,329.9	3,099.0	-239.1	494.0	494.0	494.0	494.0	494.0
5	SC06	School Conditional Funding	CG		25,534.3	9,781.6	2,927.7	2,565.0	2,565.0	2,565.0	2,565.0	2,565.0
6	SC01	School Expansions Basic Needs	CG		62,220.7	26,463.5	5,457.2	6,000.0	6,000.0	6,000.0	6,000.0	6,300.0
7	SC04	Special Units and Resourced Provision SEND	CG		2,366.9	16.9	900.0	1,450.0				
Children												
8	CD04	Child Protection Information Sharing (CPIS)	PB		79.7	57.0	22.7					
9	CD07	Healthy Pupil Capital Grant	PB		320.1	167.7	152.4					
10	CD03	Liquid Logic Child Sexual Exploitation Module	PB	*	983.2	62.5	66.5	854.2				
11	CD05	Profile Replacement System	PB		97.9	50.7	47.2					
Total Childrens, Families & Education					126,629.3	69,324.2	9,405.9	11,363.2	9,059.0	9,059.0	9,059.0	9,359.0



## CORPORATE PROJECTS

Item No.	Proj. No.	Details of Project	Res. Code	Excp. Rpt.	Total £000	Spend To 31.03.20 £000	Estimated Expenditure					
							2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
Commercial												
1	CP06	Foxhall Homes - Loans	PB	*	24,879.0		11,779.0	13,100.0				
2	CP05	Foxhall Homes - Share Capital	PB	*	3,125.8	925.8	2,200.0					
3	CP04	LLAL Debentures - Various Projects	PB	*	438,470.0	238,140.0	121,578.0	42,261.0	18,250.0	15,201.0	3,040.0	
Total Commercial					466,474.8	239,065.8	135,557.0	55,361.0	18,250.0	15,201.0	3,040.0	0.0



## POPULATION AND WELLBEING

Item No.	Proj. No.	Details of Project	Res. Code	Excp. Rpt.	Total £000	Spend To 31.03.20 £000	Estimated Expenditure					
							2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
General Fund Housing												
1	HG05	BTS Whole Job Costing	PB		70.0		70.0					
2	HG09	Empty Homes	PB		400.0		400.0					
3	HG01	Grants for the improvements to private housing	CG	*	18,724.4	7,354.4	1,895.0	1,895.0	1,895.0	1,895.0	1,895.0	1,895.0
4	NEW	Learning Disability & Autism Housing	PB	*	3,350.0			850.0	2,500.0			
5	HG07	Mobile Homes and Caravan Sites	PB		10.7	5.3	5.4					
6	HG06	Modernisation of Mobile Park & Travellers Site	PB		1,492.9	757.7	735.2					
7	HG10	New Storage Building for BTS	PB		275.0		275.0					
8	HG03	Right To Buy Receipts to Housing Associations	CG		2,005.0	1,739.8	265.2					
9	HG02	Temporary Accommm Purchasing Scheme (TAPS)	PB	*	30,916.1	19,390.2	11,525.9					
Total General Fund Housing					57,244.1	29,247.4	15,171.7	2,745.0	4,395.0	1,895.0	1,895.0	1,895.0



## HOUSING REVENUE ACCOUNT

Item No.	Proj. No.	Details of Project	Res. Code	Excp. Rpt.	Spend To Total £000	31.03.20 £000	Estimated Expenditure					
							2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
HRA												
1	HRA07	Acquisition of Homes (Highways Agency Bungalows)	CG/RCCO		-210.6	-310.6	100.0					
2	HRA12	Birdsfoot Lane Development	CG/RCCO		1,952.0	1,952.0						
3	HRA10	Buckle Close	CG/RCCO		1,781.2	385.5	1,395.7					
4	HRA24	Climate Change Reduction Initiative	CG/RCCO		1,200.0		200.0	200.0	200.0	200.0	200.0	200.0
5	NEW	Emerging Sites / SME Project	CG/RCCO		6,000.0			1,500.0	1,500.0	1,000.0	1,000.0	1,000.0
6	HRA14	Fitzwarin	CG/RCCO		174.0	41.0	133.0					
7	HRA11	Freemans Green Land Adj Sherd Lodge	CG/RCCO		125.7	125.7						
8	HRA06	Hightown Area Refurbishment	CG/RCCO		2,461.0	2,362.6	98.4					
9	HRA04	Highway Agency Properties	CG/RCCO		1,890.7	1,761.4	129.3					
10	HRA21	HRA Extensions to Dwellings	CG/RCCO		1,200.0		400.0	400.0	400.0			
11	HRA09	HRA Garage and Infill	CG/RCCO		33,700.0			4,220.0	10,680.0	8,920.0	4,880.0	5,000.0
12	HRA22	Land Purchases	CG/RCCO		6,000.0		1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
13	HRA03	Major Works (BTS Capital)	CG/RCCO		116,261.8	45,189.9	14,616.1	15,304.7	15,304.7	15,304.7	5,023.0	5,518.7
14	HRA02	Marsh Farm Central Area Redevelopment	CG/RCCO		30,920.0	30,444.8	475.2					
15	NEW	NSAP - Complex Needs	CG/RCCO		1,200.0			1,200.0				
16	NEW	NSAP - Womens Projects	CG/RCCO		810.0			810.0				
17	HRA16	Pond Close/Butely Road	CG/RCCO		383.0		383.0					
18	HRA01	Purchase of Ex RTB properties	CG/RCCO		2,008.2	1,205.5	402.7				400.0	
19	HRA05	Refurbishment of Cornish Units	CG/RCCO		93.8	0.6	93.2					
					207,950.8	83,158.4	19,426.6	24,634.7	29,084.7	26,424.7	12,503.0	12,718.7



## ABBREVIATIONS AND SYMBOLS USED IN CAPITAL REPORTING & RESOURCING

### Exception Report

A	=	Additions to the programme - increased project costs
N	=	New project entered in programme without previously being in the programme.
R	=	Annual allocations for rolling capital programme - including additional year
*	=	Project subject to a viable business case and/or business plan

### Resource Code

CG	=	Capital Grant
CR	=	Corporately Resourced: Capital Receipts, LLAL Dividend Received or Prudential Borrowing
PB	=	Prudential Borrowing
RCCO	=	Revenue Contribution
RTB	=	Right to Buy One for One Capital Receipts
TP	=	Third Party Contribution
MRA	=	Major Repairs Allowance