Resourcing Better Outcomes

Budget Book: 1st April 2022 to 31st March 2023

# Introduction

This integrated revenue and capital budget package has been developed against the on-going fiscal challenges brought about by the pandemic and other world events. The overall health and economic impact of COVID-19 remains under review and assessment. The practical challenges and longer-term impact will be felt across the Globe. Countries have adopted different strategies and tactics to try to safely get their respective economies working again. These challenges are exacerbated with concerns over the potential impact of new variants, but most countries are now moving to a phase of ‘living with COVID-19' primarily down to the success of international vaccination programmes.

The pandemic continues to have a direct operational and financial impact right across the Local Government Sector. All local authorities are struggling with the challenges of uncertainty, large financial pressures and concerns for their residents and local areas in such unprecedented times. Several local authorities are showing signs of significant additional financial stress. Effectively managing the short and medium-term financial challenges that COVID-19 has brought to our new City will be an important factor in our future success.

One of our other major areas of concern is the potential impact on service demand ‘post COVID-19’ or ‘living with COVID-19’ in the future. This could manifest itself in many ways from increased demand and requirements for support because of long COVID-19 symptoms or increased demands on services due to family tensions and breakdown, residents experiencing additional stress and mental wellbeing needs or changing employment issues. The Council and its partners will continue to monitor the situation locally.

The Council’s ‘Getting to Know Your Business’ programme continues to be embedded. This programme helped to establish a baseline for all services in terms of their costs, income generation potential, value for money and performance. This data highlighted key lines of enquiry where benchmarking suggested that either our costs or income levels were above or below average. This assessment, together with a comprehensive ‘strategic-fit’ review against our Southend 2050 ambition, administration priorities, economic recovery aspirations and delivering better outcomes and value for money for our residents has influenced the development of the investments, savings and income generation proposals contained within this budget for 2022/23.

Additional challenges have been caused by the pandemic and the uncertainty created by the delay and content of the provisional financial settlement issued on 16th December 2021. Part of the Council’s response has been to produce a high-level future Budget Transformation Programme for 2023/24 to 2026/27, which will be developed further over the coming months. The intention is to also create a prioritised programme of zero-based service delivery reviews to drive further efficiency and productivity improvements. These programmes will be designed to support the Council’s future financial sustainability ambition and to prepare for the major Local Government ‘funding reform’ in 2022/23 which was highlighted within the Comprehensive Spending Review 2021 as part of the Government’s ‘Levelling Up’ agenda.

It really has been an unprecedented couple of years and some tough national and local choices and decisions on priorities, particularly non-statutory service levels, will be required over the medium-term. The Government have introduced a series of national tax increases and policy changes which will have a significant impact from April 2022 and general inflation is heading potentially to levels not seen since the 1970s. More recent developments including the horrendous events reported in Ukraine are changing the world that we live in and providing widespread international concern. A combination of all these factors will directly impact all public services, local businesses, and residents, putting more pressure on local authority budgets and household incomes.

In the background, although only occasionally receiving media attention, there is still some concern and uncertainty over what the overall potential medium-term impact of the country’s negotiated exit from the European Union will be. The full details of Brexit are still being assessed and evaluated nationally. This will continue to be monitored and future updates will be presented to Cabinet and Council on any specific local implications as appropriate.

Given the current set of circumstances the financial landscape and operating environment for all public services and particularly for local government remains challenging and uncertain. The Local Government Sector was hoping for a 3-year financial settlement from the Comprehensive Spending Review for 2022/23 to 2024/25 to at least try to provide some certainty for future financial planning purposes. When the provisional finance settlement was eventually published it was effectively for 1 year only, with major reform planned which potentially could result in a significant re-distribution of resources across local authority areas for years 2 and 3.

The final Local Government Financial Settlement was received on 7th February 2022. As expected, there were no significant changes from the provisional settlement that had been issued. The overall increase in Core Spending Power for Local Authorities has changed from 6.9% to 7.4% since the provisional settlement, an increase of £265.4M nationally.

The Council remains in a relatively strong financial position in comparison to many other upper tier authorities but the size of the local financial challenge for the future is already estimated to be significant. The added uncertainty caused by the finance settlement and the potential impact for ‘winners and losers’ of the reform intentions adds even greater uncertainty to the local financial planning challenge. In headline terms circa £3.250M of the additional Government funding contained within the financial settlement for 2022/23 for Southend-on-Sea could potentially be at risk from 2023/24 onwards. The additional funding provided for 2022/23 has almost entirely been used to meet the financial implications of the recent changes that have been announced in national government policy, particularly for social care.

The Government currently have been vague and unclear on what the actual planned ‘major funding reform’ for the local government sector will be. It is now confirmed that it will commence in 2022/23 and be implemented for the 2023/24 financial year. It is assumed that any changes to national formulas and distribution of funding methodology will be grounded in evidence and factors such as local need, deprivation, relative strength/weakness of local tax bases and the spending power of local authorities will all form part of the revised approach. At this stage of our local financial planning arrangements the finance settlement just adds further potential future risk and uncertainty.

It remains vital to reassess, understand and take responsibility for our financial future. We must remain proactive in the delivery of our agreed Southend 2050 ambition, key priorities, evaluate the local economic recovery progress and to provide the best possible value for money services to our residents, businesses, and visitors. Our financial sustainability will be enhanced by embracing the City’s economic potential, growing our local tax bases and by increasing our income generating and commercial capabilities.

Southend 2050 continues to help to provide clear direction for the Organisation and has enabled the Council to respond positively to the huge health, economic and operational impact caused locally by COVID-19. The City’s agreed long-term ambition continues to shape the Council’s overall business and financial planning framework which is now clearly driven by the established strategic themes.

The original five outward looking themes have now been supplemented with a new Future Ways of Working commitment. This new theme will be used as a framework to modernise our working practices, learn from our COVID-19 experience and develop new skills and capabilities for our workforce into the future. It provided a framework for our initial response to the pandemic and is now also helping to influence our approach to enabling our local economy to recover and our service offer to be re-designed and more effectively targeted to better meet the needs of Southend’s residents. These themes will be enhanced and refocused as part of a new integrated Corporate Plan that is under development and will be published during 2022/23.

To reflect these aspirations and to support delivery of the early phases of activities to achieve better outcomes for Southend’s residents, the Council for 2022/23 is continuing to try and develop a longer-term view of the use of its resources and financial planning arrangements. This has been hampered by the lack of clarity and certainty contained within the Comprehensive Spending Review 2021 for 2023/24 and 2024/25. Our commitment remains to focus on supporting the local economy and residents to recover from the pandemic.

Our approach enhances the profiling of investment and supports effective prioritisation of activities. It will also enable improved consideration of major regeneration plans that span more than one financial year from both a revenue and capital perspective. These new set of arrangements were introduced in 2020/21 and became the key driver behind integrating both revenue and capital investment plans into a single package with greater emphasis on the medium term.

Local Government still faces huge challenges in terms of uncertainty over future funding levels and continuing increases in demand and local expectations – Southend-on-Sea is no exception, but the Council is determined to do everything it can to plan effectively for the future and invest in priorities that make a real positive difference to Southend’s residents, businesses, and visitors. The years 2020/21 and 2021/22 have been dominated by the impact of the pandemic so 2022/23 is now clearly an important transitional year in our journey towards becoming a more outcome focussed organisation where our resources are prioritised accordingly.

The overall proposed budget package has been developed in what have been unprecedented times for the Local Government Sector and indeed the UK generally. The intention has been to target scarce resources to the agreed priorities under Southend 2050 and key revised delivery phases, support our local economy to survive and then recover, whilst also responding positively to the impact of the pandemic and major local demand pressures in core service provision.

Overall, the main Revenue Support Grant from Central Government now provides only £6.244 million (4.5%) of support to our net budget of £140.288 million. Most of the Council's funding is derived from Council Tax £91.844 million (65.5%) and our retained share of business rates plus top-up grant £38.200 million (27.2%).

In addition to these the Council has used capital reserves of £2.500 million and collection fund reserves of £1.500 million (2.9%) to produce a balanced budget for 2022/23.

The final budget for 2022/23 that was approved by Council on 24th February 2022 agreed the following:

* A General Fund revenue budget of £140.288 million.
* Revenue budget investment totalling £13.422 million.
* Revenue budget savings and income generation initiatives totalling £4.837 million.
* A 3.99% increase in the Council Tax level for 2022/23, being a 1.99% general rise and a 2.0% rise on the Adult Social Care precept.
* The use of £2.500 million from reserves in 2022/23 to support the balancing of the budget and note the planned replenishment of the Reserves is included in the Medium Term Financial Strategy and reflected in the future budget gap at a rate of £0.625 million per year for each of the next four years to 2026/27.
* the 2022/23 revenue budget has been prepared based on using £1.500 million from accumulated Collection Fund surpluses for the core budget to allow for a smoothing of the budget gap across the next four financial years
* A Capital Investment Programme for 2022/23 to 2026/27 of £124.4M to be delivered by the Council and £52.4M to be delivered by Subsidiary Companies, Partners, and Joint Ventures, of which £55.2M is supported by external funding
* A balanced Housing Revenue Account to invest, improve and manage the Council’s housing stock.
* A Medium Term Financial Strategy forecast that highlighted the need to identify further savings of £24 million for the period 2023/24 to 2026/27.
* A future Budget Transformation Programme for 2023/24 to 2026/27

The full detail of the agreed budget for 2022/23 is set out in the following pages.

# Summaries

## 2022/23 General Fund Budget Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Original Budget 2021/22 £000s** | **Probable Outturn 2021/22 £000s** | **Draft Budget 2022/23 £000s** |
| **Portfolios** |  |  |  |
| Leader: Economic Recovery & Regeneration | 6,593 | 7,005 | 7,244 |
| Deputy Leader: Public Protection | 13,859 | 15,547 | 14,219 |
| Adult Social Care & Health Integration | 40,768 | 41,201 | 44,655 |
| Children and Learning | 30,871 | 34,120 | 32,725 |
| Communities & Housing | 4,127 | 4,356 | 4,450 |
| Corporate Services & Performance Delivery | 18,167 | 18,928 | 19,455 |
| Environment, Culture, Tourism & Planning | 8,044 | 9,122 | 8,737 |
| Transport, Asset Management & Inward Investment | 373 | 2,080 | 248 |
| **Portfolio Net Expenditure** | **122,802** | **132,359** | **131,733** |
|  |  |  |  |
| Levies | 645 | 645 | 680 |
| Contingency | 3,688 | 2,064 | 3,051 |
| Pensions Triennial Review | (2,000) | (2,000) | (2,000) |
| Financing Costs | 17,530 | 17,905 | 18,651 |
| **Total Net Expenditure** | **142,665** | **150,973** | **152,115** |
|  |  |  |  |
| Contribution to / (from) earmarked reserves | (303) | (3,223) | 187 |
| Revenue Contribution to Capital | 1,409 | 1,409 | 418 |
| Non-Service Specific Grants | (7,924) | (14,011) | (12,432) |
| **Total Budget Requirement** | **135,847** | **135,148** | **140,288** |
|  |  |  |  |
| **Met from:** |  |  |  |
| Revenue Support Grant | (6,082) | (6,082) | (6,244) |
| Business Rates | (38,129) | (38,572) | (38,200) |
| Collection Fund Surplus | (1,500) | (1,500) | (1,500) |
| Capital Reserve | (2,500) | 0 | (2,500) |
| **Council Tax Requirement** | **87,636** | **88,994** | **91,844** |
|  |  |  |  |
| Council Tax | (78,576) | (78,576) | (80,945) |
| Adult Social Care Precept | (9,060) | (9,060) | (10,899) |
|  | **(87,636)** | **(87,636)** | **(91,844)** |

The probable outturn is as reported to Cabinet on 13th January 2022. It is anticipated that the current forecast overspend will be met by a combination of additional COVID-19 Government support (Control Outbreak Management Fund) or using corporate contingency if required.

## Subjective Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23** |
| **Subjective Summary** | **Original £000s** | **Probable Outturn £000s** | **Budget £000s** |
| **Expenditure** |  |  |  |
| Employees | 77,920 | 79,492 | 87,170 |
| Premises | 6,407 | 7,176 | 6,214 |
| Transport | 3,284 | 3,740 | 3,359 |
| Supplies & Services | 42,081 | 47,326 | 41,966 |
| Third Party Payments | 100,753 | 105,425 | 105,718 |
| Transfer Payments | 95,265 | 85,438 | 86,635 |
| Special Items | 200 | 185 | 200 |
| Capital Finance Charges | 17,530 | 17,905 | 18,651 |
| **Expenditure Total** | **343,440** | **346,687** | **349,913** |
| **Income** |  |  |  |
| Government Grants | (277,842) | (272,966) | (282,291) |
| Other Grants & Reimbursements | (23,264) | (27,490) | (22,359) |
| Sales | (343) | (227) | (639) |
| Fees & Charges | (34,627) | (35,586) | (36,599) |
| Rents | (4,236) | (5,162) | (4,297) |
| Recharges to Housing Revenue Account | (1,475) | (1,475) | (1,574) |
| Other Internal Charges | (259) | (259) | (259) |
| **Income Total** | **(342,046)** | **(343,165)** | **(348,018)** |
| **Net Expenditure/(Income)** | **1,394** | **3,522** | **1,895** |
| Contribution to / (from) earmarked reserves etc | (2,803) | (3,573) | (2,313) |
| Revenue Contributions to Capital | 1,409 | 1,409 | 418 |
| Contribution to / (from) general reserve | 0 | 0 | 0 |
| **Net Budget / Outturn** | **0** | **1,358** | **0** |

## Objective Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2021/22** | | | | | | **2022/23** | | |
|  | **Original** | | | **Probable Outturn** | | | **Budget** | | |
| **Objective Summary: All Portfolios** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** |
| Leader: Economic Recovery & Regeneration | 10,465 | (3,873) | 6,593 | 11,555 | (4,550) | 7,005 | 11,795 | (4,551) | 7,244 |
| Deputy Leader: Public Protection | 19,105 | (5,246) | 13,859 | 20,309 | (4,762) | 15,547 | 19,921 | (5,701) | 14,219 |
| Adult Social Care & Health Integration | 73,899 | (32,842) | 41,057 | 75,893 | (34,692) | 41,201 | 78,625 | (33,970) | 44,655 |
| Children and Learning | 82,230 | (51,360) | 30,871 | 84,985 | (50,865) | 34,120 | 83,937 | (51,212) | 32,725 |
| Communities & Housing | 21,986 | (17,858) | 4,127 | 23,690 | (19,334) | 4,356 | 23,710 | (19,260) | 4,450 |
| Corporate Services & Performance Delivery | 88,983 | (70,815) | 18,167 | 81,517 | (62,589) | 18,927 | 82,794 | (63,339) | 19,455 |
| Environment, Culture, Tourism & Planning | 11,573 | (3,529) | 8,044 | 12,223 | (3,101) | 9,122 | 12,244 | (3,507) | 8,737 |
| Transport, Asset Management & Inward Investment | 15,183 | (14,810) | 373 | 17,554 | (15,473) | 2,080 | 16,054 | (15,806) | 248 |
| **Grand Total** | **323,424** | **(200,333)** | **123,091** | **327,724** | **(195,364)** | **132,359** | **329,081** | **(197,346)** | **131,734** |

## 2022/23 Proposed Investment by Southend 2050 Theme

|  |  |  |  |
| --- | --- | --- | --- |
| **Reference** | **Reason for Investment** | **Estimated Staffing Implications** | **Total £** |
| **Unavoidable Pressures** | |  |  |
|  |  |  |  |
| **Safe and Well** | |  |  |
| SW01-UP | **Adult Demographic Change**  Every year the number of people eligible for adult social care increases. This increase is made up of people receiving services as children who turn 18 and are eligible for adult social care, adults of working age and older people who become newly eligible for support through a change in personal circumstances, and people whose needs increase because of increased frailty or complexity. This amount is calculated from known costs for children turning 18, and a set of assumptions about population change for older people and adults of working age. | n/a | 830,000 |
| SW02-UP | **Adult Social Care Provider Uplifts - Residential, Supported Living, Day Services**  This additional investment is to cover the increases in costs for providers of adult social care. It is intended to cover costs relating to increases in National Living Wage, National Insurance, and other costs increases. This will help to improve the pay and conditions of the social care workforce and support the stability of the provider market. The additional monies set aside for this area will support an increase in prices paid for care and enable care providers to increase minimum wages so that they are able to meet statutory requirements. Detailed modelling has been carried out and the intention is to award increases as set out below. This is subject to final review and confirmation and individual providers may receive different amounts depending on individual circumstances.   * Residential Care 7.1% *(correction of rate published in Jan 2022)* * Supported Living 7.4% * Interim Residential/Respite 7.1% * Day Services 7.8% | n/a | 2,161,000 |
| SW03-UP | **Adult Social Care Provider Uplifts - Direct Payments**  Direct payments are funds provided to individuals to purchase their own care and support. Then majority of these fuds are spent on services provided by individuals or companies and an estimate of the impact of wage and cost increases has been allowed for to enable direct payment recipients to increase their payments to providers at the same rate as the council, including taking homecare and PA support, to the equivalent hourly increase. | n/a | 806,000 |
| SW04-UP | **Essential Living Fund**  This investment is required to realign the base budget of this programme and to continue to fund the ongoing support delivered by the Essential Living Fund Team to local eligible residents. This proposal ensures that there is a permanent budget to continue to fund this main programme of activity for vulnerable residents. | n/a | 117,000 |
| SW05-UP | **Safeguarding Board Investment**  This represents an additional contribution to the cost of the safeguarding boards covering adult safeguarding and children's safeguarding. The safeguarding boards are funded by a partnership of agencies across Southend. | n/a | 30,000 |
| SW06-UP | **Independent Health Complaints Advocacy**  The independent health complaints advocacy service is funded by a grant from central government. This investment will cover an increase in cost caused by the move of the service to South Essex Advocacy Services. This change will provide a clear and more consistent route to advocacy for people who need it. | n/a | 28,000 |
|  | **Safe and Well Total** | **-** | **3,972,000** |
|  |  |  |  |
| **Connected and Smart** | |  |  |
| CS01-UP | **ICT increase in annual support / maintenance costs**  This investment supports the significant investment in the ICT network infrastructure and the connections to a wide variety of sites across the Borough which is more critical than ever with the significant increase in mobile working. | n/a | 200,000 |
|  | **Connected and Smart Total** | **-** | **200,000** |
|  |  |  |  |
| **Future Ways of Working** | |  |  |
| FW01-UP | **Pay and Increments**  Provision has been included for a pay award for all staff and spinal point increments for all eligible staff. If the cost of the pay award settlement is more than this provision, then it will have to be funded from reserves for 2022/23 and then built into the Council’s base budget the following year.  The investment also provides for the 1.25% increase in Employer National Insurance contributions during 2022/23. | n/a | 3,650,000 |
| FW02-UP | **Inflation Provision**  Provision for the impact of inflation on existing contracts, e.g. energy. | n/a | 600,000 |
| FW03-UP | **Investment, Income and Financing Costs Review**  The budget includes provision for financing costs of the Council’s Capital Investment Programme, offset by investment income and other interest receivable. | n/a | 1,204,000 |
|  | **Future Ways of Working Total** | **-** | **5,454,000** |
|  |  |  |  |
|  | **Unavoidable Pressures Total** | **-** | **9,626,000** |
|  |  |  |  |
| **Investment Asks** | |  |  |
|  |  |  |  |
| **Safe and Well** | |  |  |
| SW07-IA | **Adult Social Care Provider Uplifts – Homecare**  Homecare is a key element of the support that the council offers to vulnerable people and has faced considerable issues over the last year. The impact of both increases demand (approximately 15% more care over the last year) and workforce challenges have resulted in a significant shortage of home care staff.  This has had a substantial impact on people needing care – some of whom have had to wait longer than they should for permanent care packages and may have had to remain in a hospital or care home for longer than they need, on the health and social care system – where the reduction in capacity has led to flow issues, and on providers – who are having to work harder than ever to recruit staff and ensure visits are covered.  Due to current concerns about the homecare market, and the broad shortage of staff we are recommending an increase in our home care rate from £16.57 an hour to £19 an hour. This increase considers increases in National Living Wage, National Insurance, and other cost increases, as well as the circumstances of the homecare market in Southend. | n/a | 1,316,000 |
| SW08-IA | **Adult Social Care Provider Uplifts - Residential Care Legacy Rate**  This corrects a historical position where some care home placements are funded at a lower rate than the standard agreed basic rate and uplifts these payments to the new agreed minimum level for care home placements in Southend. This will ensure a good quality of care for people receiving these services. | n/a | 125,000 |
| SW09-IA | **Children's Social Work**  Creation of five additional Children's Social Worker (SW) posts and the introduction of a qualified SW Advanced Practitioner scheme. The additional posts are planned in the following areas: Children with Disabilities, Adolescence Intervention and Children in Need/Looked After Children (three posts).The Advanced Practitioner (AP) scheme will introduce flexibility in the number of AP posts in frontline Children’s Social Worker teams. This will reduce expenditure on agency social workers by making it easier to recruit and retain experienced qualified social workers.  Up to ten SW posts will convert to AP posts in the frontline Children’s Social Worker teams that are hard to recruit to. When an AP post is vacated there will be opportunity for current SW post holders to be promoted, provided the criteria and competitive interviewing process is successfully completed. The SW post will then be recruited to through the normal routes. The teams to be included will be those that are hard to recruit to, that are large enough to support more than one AP post and that deliver frontline statutory social work services to Children subject to Child Protection Plans and Looked After Children. | 5.00 | 350,000 |
| SW10-IA | **Housing staffing**  Due to legislative changes, the Housing team are facing unprecedented demand. This investment will fund several staff in both the Housing Register and Housing Solutions teams. This increased capacity will provide a more responsive and transparent service which users understand and are engaged with. | 4.00 | 200,000 |
| SW11-IA | **Community Safety Investment**  Increased capacity is required within the Community Safety team to respond to a wide variety of issues across the Borough. This investment will provide additional Community Safety Officers, as well as an Operations Coordinator to deliver office-based functions allowing the team to remain visible across the Borough. | 5.00 | 250,000 |
| SW12-IA | **Increase in Public Health Burials**  In 2019/20 the team were asked to assist with 41 public health burials. Arrangements were made for 21 with the remainder being arranged once next of kin had been found or someone else had agreed to undertake the burials.  In 2020/21 there was an increase in referrals to 78, with arrangements being made for 34 and the remainder again being arranged by other persons.  Midway through 2021/22, there had been 42 referrals, which extrapolates to 84 for the year, again an increase.  This investment will allow us to increase the officer resource from 0.2 FTE to 0.6 FTE, the level required to meet current need. | 0.40 | 20,000 |
| SW13-IA | **Parking lines and signs**  The maintenance of lining and signage across the Borough is currently reactive. This investment will facilitate a proactive maintenance programme of road markings and signs. This will improve safety and ensure that valid Penalty Charge Notices remain enforceable. | n/a | 100,000 |
| SW14-IA | **Street Lighting column replacements**  Each year some street lighting columns are damaged by vehicles. Where possible these costs are recovered from insurance companies but where suitable evidence is not available, or the driver is uninsured we remain responsible for incurring the cost of replacing the damaged street furniture. This will bring the budget into line with the average expenditure incurred over the last 4 years. | n/a | 100,000 |
|  | **Safe and Well Total** | **14.40** | **2,461,000** |
|  |  |  |  |
| **Opportunity and Prosperity** | |  |  |
| OP01-IA | **Planning Graduates**  There has been a significant increase in planning applications over the last few years and this investment seeks to alleviate some of the pressure faced by our Planners. Recruitment in this sector is notoriously difficult and this proposal intends to 'grow our own' by offering roles to graduates with a training package in place to support their planning qualifications. | 2.00 | 80,000 |
|  | **Opportunity and Prosperity Total** | **2.00** | **80,000** |
|  |  |  |  |
| **Future Ways of Working** | |  |  |
| FW04-IA | **Loss of school’s income across a range of services**  As more schools in the Borough have converted to Academy status, and become part of multi-academy trusts, there has been a corresponding reduction in the purchase of services from the Council. This investment will remove what are now unachievable income targets. | n/a | 250,000 |
| FW05-IA | **Rightsizing of General Fund Council Tax Budget**  An expected increase in income during 2021/22 was reflected in the Collection Fund, where Council Tax and Business Rates are accounted for. This additional income was originally accounted for in the General Fund and is now being transferred to Collection Fund. | n/a | 200,000 |
|  | **Future Ways of Working Total** | **-** | **450,000** |
|  |  |  |  |
|  | **Investment Asks Total** | **16.40** | **2,991,000** |
|  |  |  |  |
| **Transitional (Pilots & One-Offs)** | |  |  |
|  |  |  |  |
| **Pride and Joy** | |  |  |
| PJ01-TR | **Stop the use of Glyphosate in parks and open spaces**  The majority of weed control is currently undertaken using systemic herbicide with the active ingredient of glyphosate.  The Council has received comments from interest groups and individuals relating to the use of glyphosate-based herbicides calling for a reduction or a complete end to their use on Council managed land in the Borough due to their concerns over potential impact on bees and other insects and people’s health. As a result of this representation alternative methods of control will be investigated.  To eliminate the use of glyphosate in the Borough's parks and green spaces, with a minimum impact on the appearance of the sites, a mixed approach is seen as the best option. This will include manual removal of weeds, the application of mulch on shrub beds, hot water/foam used on hard surfaces in Children's play areas and where necessary the application of non-glyphosate-based weed killer using knapsack sprayers on other hard surfaces. | n/a | 120,000 |
|  | **Pride and Joy Total** | **-** | **120,000** |
|  |  |  |  |
| **Safe and Well** | |  |  |
| SW21-TR | **Liberty Protection Safeguards**  In April 2022 the Deprivation of Liberty Safeguards (DoLS) will be replaced by the Liberty Protection Safeguards (LPS). The Liberty Protection Safeguards (LPS) will provide protection for people aged 16 and above who are, or who need to be, deprived of their liberty to enable their care or treatment, and lack the mental capacity to consent to their arrangements. People who might have a LPS authorisation include those with dementia, autism and learning disabilities who lack the relevant capacity. DOLS and LPS are the bedrock of the protection of Human Rights and safe practice.  This transitional investment is for co-ordinating the implementation of LPS through the management and oversight alongside organisational governance and reporting. | 1.00 | 60,000 |
| SW22-TR | **Care Home Support**  Investment in additional resource (1 FTE post) for 12 months to provide support to residents of care homes where the provider chooses to close the home. This support will enable people to find alternative placements quickly and efficiently and will be offered to both Council funded and self-funding residents. | 1.00 | 100,000 |
| SW23-TR | **Housing staffing**  Investment is required to support the key strategic developments and direction of the Housing department considering a number of legislative changes in the Social Housing White Paper. The arrangements will be re-evaluated prior to the end of 2022/23. | 3.00 | 150,000 |
| SW24-TR | **Assurance and Inspection**  The government has announced a new process for inspection of local authority adult social care. This will be led by the Care Quality Commission and will involve a national assurance and reporting process. This funding puts in place some preparation resource for the first year of the new inspection regime. | 1.00 | 75,000 |
|  | **Safe and Well Total** | **6.00** | **385,000** |
|  |  |  |  |
| **Opportunity and Prosperity** | |  |  |
| OP02-TR | **Economic Recovery**  This one-off investment will add capacity to ensure that the Council effectively manages relationships with key strategic and delivery partners. It will add additional capability to engage in direct delivery of business, skills, and employment activity, which is a key element of the Government's 'Levelling Up' agenda. | 4.00 | 200,000 |
| OP03-TR | **Events 2022 Programme**  This one-off funding will deliver a programme of events throughout 2022 as part of Southend's new City Status, bringing additional visitors to the town and an enhanced level of civic pride. | n/a | 100,000 |
|  | **Opportunity and Prosperity Total** | **4.00** | **300,000** |
|  |  |  |  |
|  | **Transitional (Pilots & One-Offs) Total** | **10.00** | **805,000** |
|  |  |  |  |
|  | Unavoidable Pressures Total | - | 9,626,000 |
|  | Investment Asks Total | 16.40 | 2,991,000 |
|  | Transitional (Pilots & One-Offs) Total | 10.00 | 805,000 |
|  | **Revenue Investment Total** | **26.40** | **13,422,000** |

## 2022/23 Budget Savings and Income Generation Initiatives by Southend 2050 Theme

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Reference** | **Detail of Proposal** | **Staffing Implications** | **Financial Impact** | | | | |
| **2022/23 £** | **2023/24 £** | **2024/25 £** | **2025/26 £** | **2026/27 £** |
|  |  |  |  |  |  |  |  |
| **Saving Proposals** | |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Pride and Joy** | |  |  |  |  |  |  |
| PJ02-SP | **Expectation of saving from waste disposal procurement** We intend to reduce the Council's waste disposal burden by running a procurement for the disposal of non-recyclable waste, currently sent to landfill. Soft market testing already performed has indicated a good level of interest in the market, offering Value for Money, capacity and environmentally sustainable solutions, e.g. energy from waste (EFW) and solutions that deliver carbon benefit. | n/a | (112,000) | (250,000) | (250,000) | (250,000) | (250,000) |
| PJ03-SP | **Review of Cemeteries and Crematorium fees and charges** It is important to ensure that our fees and charges are regularly reviewed and are kept in line with other providers. Indications are that we are currently below similar authorities, and an increase is therefore advisable. For a schedule of proposed changes see Appendix 9. | n/a | (90,000) | (90,000) | (90,000) | (90,000) | (90,000) |
|  | **Pride and Joy Total** | **-** | **(202,000)** | **(340,000)** | **(340,000)** | **(340,000)** | **(340,000)** |
|  |  |  |  |  |  |  |  |
| **Safe and Well** | |  |  |  |  |  |  |
| SW25-SP | **Electronic Time Monitoring for Homecare** Expansion of the existing electronic time monitoring system for homecare providers, including shifting new providers into using the service, moving to mobile entry, and expanding outcomes recording will generate efficiencies in homecare delivery. *This saving is dependent on SW07-IA.* | n/a | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) |
| SW26-SP | **Disabled Facilities Grant and Equipment** The equipment service provides an essential function - providing people small pieces of equipment that are essential to independent living. This saving is generated by increased NHS contributions to the cost of the service, with a 50% funding from each partner in place, and the use of the Disabled Facilities Grant to fund elements of the service. *Linked to 2021/22 Budget Transformation Programme, reference BTP-SW03.* | n/a | (230,000) | (230,000) | (230,000) | (230,000) | (230,000) |
| SW27-SP | **Increased Client Contributions** The Care Act allows local authorities to charge people a fair contribution towards the cost of care. In any financial assessment individual circumstances will continue to be considered. People are only charged when they can afford to pay all or part of the actual cost of their care. No one will pay more the care actually costs the council to deliver. Each year the cost of care rises as a result of increased payments to providers, and the amount people have to pay for care also increases. These two factors, together with assumptions about the increase in the aging population mean we are assuming increased charging income in future years. | n/a | (300,000) | (609,000) | (927,000) | (1,255,000) | (1,255,000) |
| SW28-SP | **Early Help staffing review**Our commitment at the Early Help Single Front Door (EH SFD) is to provide children and families with help as soon as needs present themselves, regardless of age, to prevent those needs from escalating and requiring more intensive help and support later. Co-location of teams has proved very successful over the last three years and during this time the EH SFD has become more of an administrative role than a decision making one. The saving is achieved through a small restructure re-aligning management resource to a front-line worker. | - | (27,000) | (27,000) | (27,000) | (27,000) | (27,000) |
|  | **Safe and Well Total** | **-** | **(707,000)** | **(1,016,000)** | **(1,334,000)** | **(1,662,000)** | **(1,662,000)** |
|  |  |  |  |  |  |  |  |
| **Opportunity and Prosperity** | |  |  |  |  |  |  |
| OP04-SP | **Advertising on council waste assets** Sale of advertising space on litterbins, waste vehicles, public toilet cubicles and other assets. | n/a | (5,000) | (7,000) | (10,000) | (10,000) | (10,000) |
|  | **Opportunity and Prosperity Total** | **-** | **(5,000)** | **(7,000)** | **(10,000)** | **(10,000)** | **(10,000)** |
|  |  |  |  |  |  |  |  |
| **Connected and Smart** | |  |  |  |  |  |  |
| CS04-SP | **Pay & display tariff standardisation** After the significant piece of work undertaken to create parking zones across the Borough to standardise parking charges within similar areas in 2021/22, it is now proposed to simplify them even further by standardising the hourly rate in zone 1a which reflects the same approach as all other zones across the Borough. This will provide a standard approach across the Borough where the relevant hourly charge applies for each hour within the appropriate zone. For a schedule of charges for zone 1a see Appendix 9. | n/a | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) |
| CS06-SP | **Reduction of concessionary fares support to match usage** We are currently paying at pre-covid levels of usage. Over the next few years, in line with DfT guidance we can adjust the payments to meet current actual usage levels. This is in line with the payment calculator method. However, if ridership returns to at, or near pre-covid levels, then the concessionary fare payments will increase. | n/a | (200,000) | (200,000) | (200,000) | (200,000) | (200,000) |
|  | **Connected and Smart Total** | **-** | **(550,000)** | **(550,000)** | **(550,000)** | **(550,000)** | **(550,000)** |
|  |  |  |  |  |  |  |  |
| **Future Ways of Working** | |  |  |  |  |  |  |
| FW06-SP | **Increased fees & charges yield** To increase fees & charges by October 2021's Consumer Price Index of 4.2% unless they are already being changed significantly, as detailed elsewhere in the budget papers. | n/a | (800,000) | (1,400,000) | (2,000,000) | (2,600,000) | (3,200,000) |
| FW07-SP | **Housing Benefit & Council Tax verification software** Removal of Risk Based Verification software for the processing of Housing Benefit (HB) and Council Tax Reduction (CTR) claims. This will provide a faster turnaround on processing HB and CTR applications ensuring vulnerable residents receive the support they need in a timely manner. This change will remove unnecessary contact and processes for the resident and reduce bureaucracy. The minimal risk that a fraudulent claim could be submitted is considered to be mitigated by our involvement in the national fraud initiative (NFI) and HB award accuracy scheme (HBAA). *Linked to 2021/22 Budget Transformation Programme, reference BTP-ES01.* | n/a | (17,000) | (17,000) | (17,000) | (17,000) | (17,000) |
| FW08-SP | **Financial Services staffing review** An update to the Financial Services staffing structure has released establishment budget. The new structure has been designed to support the new Senior Management structure of the Council more effectively and build on the inherent strengths of the previous arrangements, ensuring greater integration and synergy, increasing resilience whilst also building new capabilities and expertise. Modernising the historical structural arrangements also provides greater clarity of purpose and clear accountability which will enable the finance team to respond more positively and effectively to new demands and requirements. *Linked to 2021/22 Budget Transformation Programme, reference BTP-ES03.* | - | (68,000) | (68,000) | (68,000) | (68,000) | (68,000) |
| FW09-SP | **Council Tax Base additional increase 0.28%** The number of Band D equivalent properties in the Council Tax Base has increased by 0.78% in 2021/22, against the original estimate of 0.5%. This saving represents the increased amount of Council Tax which we expect to collect as a result. | n/a | (271,000) | (542,000) | (813,000) | (1,084,000) | (1,355,000) |
|  | **Future Ways of Working Total** | **-** | **(1,156,000)** | **(2,027,000)** | **(2,898,000)** | **(3,769,000)** | **(4,640,000)** |
|  |  |  |  |  |  |  |  |
|  | **Savings Proposals Total** | **-** | **(2,620,000)** | **(3,940,000)** | **(5,132,000)** | **(6,331,000)** | **(7,202,000)** |
|  |  |  |  |  |  |  |  |
| **Invest to Save** | |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Safe and Well** | |  |  |  |  |  |  |
| SW15-IS | **ABLE2 Team** Able 2 is an innovation site that has adopted an Occupational Therapist led approach whereby care is observed, and conversations are focussed on the person’s aims for excellence in care and living their life as independently as possible. Focussing on what is important to the person, what strengths and goals they have and what may need to be changed has resulted in care being replaced with new equipment or advice and new methods or change in care calls (generally reductions). The reduction in care packages has freed up care capacity which can then be offered to other individuals as well as resulting in a saving to the care purchasing budget. One year investment of £60,000 to continue an OT post will generate savings of £150,000 each year. | 1.00 | (90,000) | (150,000) | (150,000) | (150,000) | (150,000) |
| SW16-IS | **Learning Disability Services Transformation** We will work with people with learning disabilities to transform services so that they are local, strengths based, and independence n focused, bringing people back to the borough and enabling them to live in their local community. This will be combined with a focus on effective service pathways and tighter control of contracts and frameworks. It is expected this will generate £300,000 of savings each year, with an initial investment of £75,000 in the first year. *This figure includes the agreed saving from 2020/21 with reference SW05.* | 1.00 | (225,000) | (300,000) | (300,000) | (300,000) | (300,000) |
| SW17-IS | **Shared Lives Expansion** Shared Lives Schemes offer people with learning disabilities the chance to live in ordinary family homes. This investment will expand the Southend Care Limited Shared Lives Scheme, enabling the service to grow by four long term placements per year (plus two placements over the term). This will deliver a better life for people in the placements, and a saving to the council as shared lives placements are at a lower cost than equivalent other placements. | n/a | (15,000) | (25,000) | (11,000) | (20,000) | (20,000) |
| SW18-IS | **Commercial Improvement** Commercial negotiation and contract reviews with key providers to deliver efficiencies and an increased commercial focus. | 1.00 | (60,000) | (60,000) | (60,000) | (60,000) | (60,000) |
| SW19-IS | **Enhanced In-house Foster Care Offer**There has been a decline in the availability and quality of local in-house fostering households over the past couple of years this investment will support the reverse of this trend and allow local children/young people to be placed with high quality local foster carers.Due to the decline within the Council’s own fostering provision the number of external placements have increased, we are using more independent fostering agencies and more residential placements.Often where external provision is used children/young people are placed at a distance from the Borough – this is not in keeping with legislation nor our own values and principles. The invest to save proposal will enable us to provide a better financial/support offer to current foster carers but will also attract new carers to the service thus reducing the dependency of private high cost providers.Investment of £250,000 will generate a saving of £250,000 in the same year, increasing by £150,000 in each of the following three years. | n/a | - | (150,000) | (300,000) | (450,000) | (450,000) |
|  | **Safe and Well Total** | **3.00** | **(390,000)** | **(685,000)** | **(821,000)** | **(980,000)** | **(980,000)** |
|  |  |  |  |  |  |  |  |
| **Connected and Smart** | |  |  |  |  |  |  |
| CS02-IS | **Public Interface Transformation** The proposal is to review the operation of some of the most labour intensive and frequent enquiries/transactions with Southend residents related to traffic and highways. Once the processes are fully mapped out, a lean approach will be used to develop investment cases for: 1) Improvements to the MySouthend portal – allowing public to find answers to most traffic and highways service-based questions 2) Artificial intelligence (AI) – allowing automation of frequent transactions/interaction 3) Customer engagement officer – key contact where technical input is required outside the scope of 1) & 2) above.  4) Customer relationship officer – this role would be used to support 1,2 and 3 above, including AI automation, self-service and using methods such as social media to identify ‘education’ opportunities to promote greater self-service and reduce calls on the service. The investment to review the process and develop the AI automation will take place in the first 12 months, as will our support of the SBC project to redevelop the MySouthend portal. The customer relationship role will also start in year one, with the engagement officer in year two. The following year will start to see the improvements and savings as detailed above. | 2.00 | 150,000 | 100,000 | (70,000) | (200,000) | (200,000) |
| CS03-IS | **Highway Improvements** The key to effective asset management is data; the more we have, the better the results that can be delivered. With improved data we can become much more proactive in our approach and spot defects early or even predict where they might occur in the future. The Highways Improvement process hopes to utilise this approach by not only reducing the poor condition of our network but working proactively in producing integrated schemes that address multiple issues, target areas of decline before they reach a poor state and develop a better street scene. All these schemes are intended to deliver greater value for money, reduce disruption to residents and reduce our carbon footprint. This investment will allow the expansion and improvement of condition surveys to cover all network assets, as well as the integration of other data, e.g. footfall data. | n/a | 150,000 | (150,000) | (150,000) | (150,000) | (150,000) |
|  | **Connected and Smart Total** | **2.00** | **300,000** | **(50,000)** | **(220,000)** | **(350,000)** | **(350,000)** |
|  |  |  |  |  |  |  |  |
|  | **Invest to Save Total** | **5.00** | **(90,000)** | **(735,000)** | **(1,041,000)** | **(1,330,000)** | **(1,330,000)** |
|  |  |  |  |  |  |  |  |
| **Agreed Savings from Prior Year (2021/22)** | |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Safe and Well** | |  |  |  |  |  |  |
| PY-SW01 | Review of Supported Accommodation & Supporting People contracts, to ensure they are targeted, effective and best meet the needs of adults. Developing a better and more agile housing offer to provide clear targeted pathways of support for people living with mental health and learning disabilities. | n/a | (300,000) | (300,000) | (500,000) | (500,000) | (500,000) |
| PY-SW02 | Commercial negotiation and contract reviews with key providers to deliver efficiencies and an increased commercial focus. | n/a | (620,000) | (620,000) | (620,000) | (620,000) | (620,000) |
| PY-SW04 | Targeted reviews of low cost home care packages. Ensuring that packages are commensurate with meeting need and, where appropriate, enabling people to become more independent. A saving of £267,000 was made in the 2021/22 budget which is reduced by £17,000 in year two to £250,000 and then by £142,000 in year three to £108,000. | n/a | 17,000 | 142,000 | 142,000 | 142,000 | 142,000 |
| PY-SW06 | Mental health social work support for people in Southend is delivered by EPUT under a section 75 agreement. This is a standard partnership agreement. The current agreement has not been reviewed for some time and needs updating.  We will work with EPUT to identify a shared way of delivering more effective and targeted support for people with statutory adult social care needs in relation to their mental health. We will also work to increase the focus on the delivery of prevention and support for the general population. We will develop these plans through coproduction and in light of changes patterns of both demand and support. This will take into account increased availability of community and voluntary sector delivered services. | n/a | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) |
| PY-SW07 | The Care Act allows local authorities to charge people a fair contribution towards the cost of care. We will carry out a review of rates used to assess contributions to care, alongside the current policy in relation to partial disregards on disability benefits and our approach to personal allowances. We will use both local evidence and national guidance in relation to a fair and consistent way of ensuring parity in contributions towards the cost of care.  In any financial assessment individual circumstances will continue to be taken into account. People are only charged when they can afford to pay all or part of the actual cost of their care. No one will pay more the care actually costs the council to deliver. Any policy changes will be subject to an equality assessment prior to implementation. | n/a | (50,000) | (220,000) | (220,000) | (220,000) | (220,000) |
| PY-SW08 | The aim is a refresh of our Strength based approach to Social Care that focusses on what really matters to people, their families, and their communities. The commitment to co-design through conversation, innovation and engagement recognising that people and families just want to get on with their lives and a strength-based approach to conversations can significantly reduce their reliance on formal care.Our current model of social care support brings in people to service before they need them. This reduce both independence, self-reliance, and ignores the capacity of our local community to support each other. We will move to a right time right care right person approach. This will reduce the overall delivery of funded care support for individuals by delaying the start of care until a person needs it, and by sustaining independence as long as possible. | n/a | - | (200,000) | (200,000) | (200,000) | (200,000) |
| PY-SW10 | Explore the provision of CCTV monitoring services for other networks. | n/a | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
|  | **Safe and Well Total** | **-** | **(1,063,000)** | **(1,308,000)** | **(1,508,000)** | **(1,508,000)** | **(1,508,000)** |
|  |  |  |  |  |  |  |  |
| **Active and Involved** | |  |  |  |  |  |  |
| PY-AI03 | Further targeted integration of eligible expenditure and use of the Public Health grant to support Southend 2050 Ambitions and Outcomes. | n/a | (150,000) | (200,000) | (200,000) | (200,000) | (200,000) |
| PY-AI04 | Negotiated planned increase in season ticket fees, following consultation with Bowls Clubs, to reduce the level of subsidy for this discretionary service. | n/a | (20,000) | (30,000) | (39,000) | (39,000) | (39,000) |
|  | **Active and Involved Total** | **-** | **(170,000)** | **(230,000)** | **(239,000)** | **(239,000)** | **(239,000)** |
|  |  |  |  |  |  |  |  |
| **Opportunity and Prosperity** | |  |  |  |  |  |  |
| PY-OP01 | Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings. | n/a | (8,000) | (14,000) | (14,000) | (14,000) | (14,000) |
| PY-OP02 | Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications | n/a | (5,000) | (16,000) | (16,000) | (16,000) | (16,000) |
| PY-OP03 | Explore the potential sponsorship opportunities of several parks. | n/a | (5,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| PY-OP04 | Ensure all parks buildings either have a lease or charged separately for usage. | n/a | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| PY-OP05 | Review of Planning and Building Control Consultancy Service charges | n/a | (38,000) | (56,000) | (56,000) | (56,000) | (56,000) |
| PY-OP07 | New rental income from the Costa Coffee development at the airport business park | n/a | (23,000) | (23,000) | (23,000) | (23,000) | (23,000) |
|  | **Opportunity and Prosperity Total** | **-** | **(89,000)** | **(129,000)** | **(129,000)** | **(129,000)** | **(129,000)** |
|  |  |  |  |  |  |  |  |
| **Connected and Smart** | |  |  |  |  |  |  |
| PY-CS02 | ICT: Smart programme - a range of technology enabled initiatives to improve efficiency, productivity, and the de-commissioning of obsolete products. | n/a | (150,000) | (440,000) | (440,000) | (440,000) | (440,000) |
| PY-CS04 | Review of all Highways fees and charges | n/a | - | (50,000) | (100,000) | (100,000) | (100,000) |
|  | **Connected and Smart Total** | **-** | **(150,000)** | **(490,000)** | **(540,000)** | **(540,000)** | **(540,000)** |
|  |  |  |  |  |  |  |  |
| **Future Ways of Working** | |  |  |  |  |  |  |
| PY-ES02 | Saving based on the interest costs on £10m of capital expenditure by not borrowing during 2021/22 (assumed borrowing would have taken place at the half year point) *The Council has intentionally externally borrowed less than it theoretical needs based on expert treasury management advice. Given the exceptional low borrowing rates that were available late in 2021 the Council did take the opportunity to borrow from the PWLB. The net position for financing costs fully incorporates this.* | n/a | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) |
| PY-ES08 | Better use of email for communication. Improved efficiency and productivity by reducing reliance on hybrid mail. Corresponding reduction in postage costs. Rationalisation and reduction in the number of mobile phones and SIMs across the Council. Cease the use of Stor-a-file to hold all out archived documentation off site. Lyreco expenditure reduction as well as the resource requirements for invoice processing. Consumables and paper reduction due to less photocopying and printing requirements and improved use of more electronic methods. Move to electronic payslips for all Schools. In 2021/22 £91,000 was removed from the budget, the planned reintroduction of 50% is reflective of the fact that some costs are expected to increase again with the easing of COVID-19 restrictions. This will remain under review. | n/a | 45,000 | 42,000 | 34,000 | 34,000 | 34,000 |
| PY-ES10 | Service redesign of the Business Support function right across the council to improve efficiency, productivity, and value for money. Targeting the range of vacant posts, interim arrangements, fixed term contracts and use of agency staff. This is the second half of a saving totalling £1m. The first £0.5m was removed from the budget in 2021/22. | -15.00 | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) |
| PY-ES13 | New income stream by securing a formal Laptop Disposal contract. An income target of £50,000 was introduced in the 2021/22 budget. The level of income is expected to fluctuate over the following years, driven by the need to upgrade the equipment staff have been issued with. | n/a | - | 50,000 | (100,000) | 50,000 | 50,000 |
| PY-ES14 | Extra income received for eligible services delivered to the Housing Revenue Account. | n/a | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) |
|  | **Future Ways of Working Total** | **-15.00** | **(655,000)** | **(608,000)** | **(766,000)** | **(616,000)** | **(616,000)** |
|  |  |  |  |  |  |  |  |
|  | **Agreed Savings from Prior Year (2021/22) Total** | **-15.00** | **(2,127,000)** | **(2,765,000)** | **(3,182,000)** | **(3,032,000)** | **(3,032,000)** |
|  |  |  |  |  |  |  |  |
|  | Savings Proposals Total | - | (2,620,000) | (3,940,000) | (5,132,000) | (6,331,000) | (7,202,000) |
|  | Invest to Save Total | 5.00 | (90,000) | (735,000) | (1,041,000) | (1,330,000) | (1,330,000) |
|  | Agreed Savings from Prior Year (2021/22) Total | -15.00 | (2,127,000) | (2,765,000) | (3,182,000) | (3,032,000) | (3,032,000) |
|  | **Revenue Savings Total** | **-10.00** | **(4,837,000)** | **(7,440,000)** | **(9,355,000)** | **(10,693,000)** | **(11,564,000)** |

## 2022/23 Basic Amounts of Council Tax

|  |  |  |
| --- | --- | --- |
|  | **2021/22 £** | **2022/23 £** |
| **Budget Requirement** |  |  |
| Southend-on-Sea Borough Council element | 135,847,416 | 140,287,700 |
| Leigh-on-Sea Town Council element | 443,217 | 452,880 |
|  | **136,290,633** | **140,740,580** |
| Retained Business Rates | (38,129,000) | (38,200,000) |
| Revenue Support Grant | (6,082,250) | (6,243,862) |
| Use of Reserves | (2,500,000) | (2,500,000) |
| Council Tax Surplus - Southend-on-Sea Borough Council element | (1,500,000) | (1,500,000) |
| **Demand on Collection Fund** | **88,079,383** | **92,296,718** |
| Council Tax Base | 58,630.49 | 59,086.74 |
| Council Tax Base - Leigh-on-Sea Town Council | 8,762.69 | 8,890.46 |
| Southend-on-Sea Borough Council Basic Amount of Band D Council Tax | 1,502.28 | 1,562.05 |
| *(average across the Borough including Leigh-on-Sea)* |  |  |
| Southend-on-Sea Borough Council - Tax Band D | 1,494.72 | 1,554.39 |
| Leigh-on-Sea Town Council - Tax Band D | 50.58 | 50.94 |
| **Precepts** |  |  |
| Essex Police & Crime Commissioner | 12,226,216 | 12,911,634 |
| Essex Fire Authority | 4,332,207 | 4,451,004 |
| Essex Police & Crime Commissioner - Tax Band D | 208.53 | 218.52 |
| Essex Fire Authority - Tax Band D | 73.89 | 75.33 |
| **Total Council Tax Band D** |  |  |
| Leigh-on-Sea Town Council | 1,827.72 | 1,848.24 |
| All other parts of the Borough | 1,777.14 | 1,899.18 |

## 2022/23 Council Tax Bands

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  | **Total Southend-on-Sea City Council**  **£** | **Essex Police, Fire & Crime Commissioner** | |  |  | **Total for Leigh-on-Sea Town Council Area**  **£** |
| **Band** | **Valuation for Band** | **General Amount**  **£** | **Adult Social Care Precept**  **£** | **Police & Community Safety**  **£** | **Fire & Rescue**  **£** | **Total for Unparished Area**  **£** | **Leigh-on-Sea Town Council**  **£** |
| A | Up to £40,000 | 913.31 | 122.95 | 1,036.26 | 145.68 | 50.22 | 1,232.16 | 33.96 | 1,266.12 |
| B | £40,000 to £52,000 | 1,065.53 | 143.44 | 1,208.97 | 169.96 | 58.89 | 1,437.82 | 39.62 | 1,477.44 |
| C | £52,000 to £68,000 | 1,217.75 | 163.93 | 1,381.68 | 194.24 | 66.96 | 1,642.88 | 45.28 | 1,688.16 |
| D | £68,000 to £88,000 | 1,369.97 | 184.42 | 1,554.39 | 218.52 | 75.33 | 1,848.24 | 50.94 | 1,899.18 |
| E | £88,000 to £120,000 | 1,674.41 | 225.40 | 1,899.81 | 267.08 | 92.07 | 2,258.96 | 62.26 | 2,321.22 |
| F | £120,000 to £160,000 | 1,978.85 | 266.38 | 2,245.23 | 315.64 | 108.81 | 2,669.68 | 73.58 | 2,743.26 |
| G | £160,000 to £320,000 | 2,283.28 | 307.37 | 2,590.65 | 364.20 | 125.55 | 3,080.40 | 84.90 | 3,165.30 |
| H | £320,000 plus | 2,739.94 | 368.84 | 3,108.78 | 437.04 | 150.66 | 3,696.48 | 101.88 | 3,798.36 |

## 2022/23 Collection Fund Estimate

|  |  |  |
| --- | --- | --- |
|  | **Estimate 2021/22 £000s** | **Estimate 2022/23 £000s** |
| **Income** |  |  |
| Council Tax | 104,637 | 109,660 |
| Non-Domestic Rates collectable | 77,814 | 77,960 |
| **Income Total** | **182,451** | **187,620** |
| **Expenditure** |  |  |
| ***Precepts*** |  |  |
| Southend-on-Sea Borough Council | 87,636 | 91,844 |
| Essex Police & Crime Commissioner | 12,226 | 12,912 |
| Essex Fire Authority | 4,332 | 4,451 |
| Leigh Town Council | 443 | 453 |
| ***Precepts Sub-total*** | ***104,637*** | ***109,660*** |
| ***Business Rates*** |  |  |
| Payable to Central Government | 38,907 | 38,980 |
| Retained by Southend-on-Sea | 38,129 | 38,200 |
| Passed to Essex Fire Authority | 778 | 780 |
| ***Business Rates Sub-total*** | ***77,814*** | ***77,960*** |
| **Expenditure Total** | **182,451** | **187,620** |

## Estimated Level of Reserves (as at February 2022)

### Summary of Reserves

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Summary of Reserves** | **Balance at 1st April 2021 £000s** | **Movements 2021/22 £000s** | **Estimated Balance at 1st April 2022 £000s** | **Movements 2022/23 £000s** | **Estimated Balance at 1st April 2023 £000s** |
| General Reserve | 11,000 | 0 | 11,000 | 0 | 11,000 |
| HRA General Reserve | 3,502 | 0 | 3,502 | 0 | 3,502 |
| Earmarked Reserves | 130,781 | (27,698) | 103,083 | (5,917) | 97,166 |
| **Total Available Reserves** | **145,283** | **(27,698)** | **117,585** | **(5,917)** | **111,668** |

### Breakdown of Earmarked Reserves

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Breakdown of Earmarked Reserves** | **Balance at 1st April 2021 £000s** | **Movements 2021/22 £000s** | **Estimated Balance at 1st April 2022 £000s** | **Movements 2022/23 £000s** | **Estimated Balance at 1st April 2023 £000s** |
| **Capital Reserves** |  |  |  |  |  |
| Capital Reserve | 6,648 | (318) | 6,330 | 7,082 | 13,412 |
| Interest Equalisation Reserve | 3,266 | 699 | 3,965 | 0 | 3,965 |
| MRP Equalisation Reserve | 15,871 | (871) | 15,000 | (10,000) | 5,000 |
| **Capital Reserves Sub-total** | **25,785** | **(490)** | **25,295** | **(2,918)** | **22,377** |
| **Corporate Reserves** |  |  |  |  |  |
| Business Rates Retention Reserve | 3,000 | 0 | 3,000 | (1,000) | 2,000 |
| Business Transformation Reserve | 3,621 | (3,163) | 458 | 986 | 1,444 |
| Business World ERP Reserve | 2,517 | (500) | 2,017 | 0 | 2,017 |
| Climate Change & Green Initiatives | 500 | 0 | 500 | (120) | 380 |
| COVID-19 Recovery & Response | 500 | 435 | 935 | (300) | 635 |
| Technology Transition & Systems Modernisation | 2,900 | (500) | 2,400 | 0 | 2,400 |
| New Homes Bonus | 5,536 | (3,236) | 2,300 | (475) | 1,825 |
| Outcome Delivery Reserve | 500 | (250) | 250 | (250) | 0 |
| Pension Reserve | 2,000 | 2,000 | 4,000 | 2,000 | 6,000 |
| Rental Equalisation | 850 | 0 | 850 | 0 | 850 |
| Service Redesign Reserve | 3,000 | 532 | 3,532 | 0 | 3,532 |
| Specific Corporate Projects | 1,300 | (1,300) | 0 | 0 | 0 |
| **Corporate Reserves Sub-total** | **26,224** | **(5,982)** | **20,242** | **841** | **21,083** |
| **Insurance** | **6,033** | **0** | **6,033** | **0** | **6,033** |
| **Service Reserves** |  |  |  |  |  |
| Adult Social Care Reserve | (693) | 2,693 | 2,000 | 0 | 2,000 |
| Children's Social Care Reserve | 0 | 2,500 | 2,500 | 0 | 2,500 |
| Building Control Reserve | 0 | 0 | 0 | 0 | 0 |
| Cemeteries Reserve | 0 | 0 | 0 | 0 | 0 |
| Elections Reserve | 241 | (36) | 205 | (36) | 169 |
| Internal Audit Reserve | 355 | 0 | 355 | 0 | 355 |
| Local Land Charges Reserve | 64 | 0 | 64 | 0 | 64 |
| Passenger Transport Joint Venture | 1,085 | (516) | 569 | 0 | 569 |
| Health & Social Care Transformation Projects | 5,500 | (5,500) | 0 | 0 | 0 |
| Schools Improvement | 400 | (200) | 200 | (200) | 0 |
| Shared Lives - Delayed Respite | 117 | 0 | 117 | 0 | 117 |
| Social Fund | 117 | (117) | 0 | 0 | 0 |
| Southend Adult & Community College | 340 | (340) | 0 | 0 | 0 |
| Street Lighting Reserve | 105 | 0 | 105 | 0 | 105 |
| Supporting People Reserve | 341 | 0 | 341 | 0 | 341 |
| Voluntary Organisations Reserve | 0 | 0 | 0 | 0 | 0 |
| Waste Management Reserve | 4,297 | (2,642) | 1,655 | 0 | 1,655 |
| Welfare Reform Reserve | 421 | 0 | 421 | 0 | 421 |
| **Service Reserves Sub-total** | **12,690** | **(4,158)** | **8,532** | **(236)** | **8,296** |
| **Grant Reserves** |  |  |  |  |  |
| Area Child Protection | 32 | 0 | 32 | 0 | 32 |
| Business Rates Section 31 Grant | 11,933 | (11,933) | 0 | 0 | 0 |
| COVID-19 Reserve | 3,300 | (3,300) | 0 | 0 | 0 |
| Dedicated Schools Grant | 4,481 | 0 | 4,481 | 0 | 4,481 |
| General Grants Carried Forward | 2,798 | (461) | 2,337 | 0 | 2,337 |
| Holiday Activity and Healthy Food Grant | 5 | 0 | 5 | 0 | 5 |
| Public Health Grant - DAAT | 770 | (318) | 452 | 0 | 452 |
| Public Health Grant - Public Health | 2,025 | (370) | 1,655 | 0 | 1,655 |
| **Grant Reserves Sub-total** | **25,344** | **(16,382)** | **8,962** | **0** | **8,962** |
| **Monies Held in Trust** | **53** | **0** | **53** | **0** | **53** |
| **General Fund Total** | **96,129** | **(27,012)** | **69,117** | **(2,313)** | **66,804** |
| **HRA Reserves** |  |  |  |  |  |
| Capital Investment | 27,107 | (1,801) | 25,306 | (7,718) | 17,588 |
| Major Repairs | 6,905 | 1,055 | 7,960 | 4,054 | 12,014 |
| Repair Contract Pensions | 640 | 60 | 700 | 60 | 760 |
| **HRA Total** | **34,652** | **(686)** | **33,966** | **(3,604)** | **30,362** |
| **Earmarked Reserves Total** | **130,781** | **(27,698)** | **103,083** | **(5,917)** | **97,166** |

## Medium Term Financial Forecast 2022/23 to 2026/27

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 £000s** |
| **Base Budget** |  |  |  |  |  |
| From prior year | 133,347 | 140,288 | 139,520 | 143,129 | 144,538 |
| LESS |  |  |  |  |  |
| Appropriations (to) / from reserves in prior year | 4,103 | (187) | 2,203 | (2,300) | (2,507) |
| Revenue Contributions to Capital in prior year | (1,409) | (418) | (105) | (102) | (39) |
| Other one-off (expenditure) / savings in prior year | (81) | (34) | (3,000) | 1,500 | 1,500 |
| **Adjusted Base Budget** | **135,960** | **139,649** | **138,618** | **142,227** | **143,492** |
| Appropriations to / (from) reserves | 187 | (2,203) | 2,300 | 2,507 | 902 |
| Revenue Contributions to Capital  (Funded from Earmarked Reserves) | 418 | 105 | 102 | 39 | 0 |
| Other one-off / time limited expenditure bids | 34 | 3,000 | (1,500) | (1,500) | 0 |
| Inflation and other increases | 7,552 | 5,691 | 5,736 | 5,786 | 5,846 |
| Capital Programme Costs | 1,204 | 1,204 | 1,204 | 1,204 | 1,000 |
| Corporate Cost Pressures | 666 | 243 | 13 | 42 | (33) |
| **Directorate (Savings) / Pressures** |  |  |  |  |  |
| Ongoing Executive Directorate investment | 3,411 | 1,665 | 1,550 | 950 | 1,000 |
| Budget reductions proposed | (4,636) | (1,597) | (994) | (417) | 0 |
| **Net Directorate (Savings) / Pressures** | (1,225) | 68 | 556 | 533 | 1,000 |
| **Better Care Fund** |  |  |  |  |  |
| Funding to Support Social Care and benefit Health | (14,411) | (14,411) | (14,411) | (14,411) | (14,411) |
| Expenditure relating to the BCF and IBCF | 14,411 | 14,411 | 14,411 | 14,411 | 14,411 |
| **Net Better Care Fund** | 0 | 0 | 0 | 0 | 0 |
| **Public Health** |  |  |  |  |  |
| Projected Grant Income | (10,073) | (10,073) | (10,073) | (10,073) | (10,073) |
| Projected Expenditure | 10,073 | 10,073 | 10,073 | 10,073 | 10,073 |
| **Net Public Health** | 0 | 0 | 0 | 0 | 0 |
| **Housing Revenue Account** |  |  |  |  |  |
| Projected Expenditure | 27,408 | 27,940 | 28,610 | 29,220 | 29,804 |
| Projected Income | (30,446) | (31,127) | (31,824) | (32,552) | (33,182) |
| Contributions to / (from) HRA Earmarked Reserves | 3,038 | 3,187 | 3,214 | 3,332 | 3,378 |
| **Net Housing Revenue Account** | 0 | 0 | 0 | 0 | 0 |
| **Dedicated Schools Grant** |  |  |  |  |  |
| Projected Grant Income | (55,475) | (55,475) | (55,475) | (55,475) | (55,475) |
| Projected Expenditure | 55,475 | 55,475 | 55,475 | 55,475 | 55,475 |
| Pupil Premium received from Government (indicative) | (1,892) | (1,892) | (1,892) | (1,892) | (1,892) |
| Pupil Premium Expenditure | 1,892 | 1,892 | 1,892 | 1,892 | 1,892 |
| **Net Dedicated Schools Grant** | 0 | 0 | 0 | 0 | 0 |
| Projected General Fund Net Expenditure | 144,796 | 147,757 | 147,029 | 150,838 | 152,207 |
| Changes in General Grants | (4,508) | 363 | 0 | 0 | 0 |
| **Budget Requirement** | **140,288** | **148,120** | **147,029** | **150,838** | **152,207** |
| **Funded By** |  |  |  |  |  |
| Council tax increase (1.99% p.a.) (tax base +0.78% 2022/23 and +0.5% p.a. future years) | (80,947) | (83,185) | (85,481) | (87,835) | (90,249) |
| Social Care Precept (2.0% in 22/23, 0% onwards) | (10,897) | (10,951) | (11,006) | (11,061) | (11,116) |
| Business Rates | (38,200) | (38,015) | (39,273) | (39,273) | (39,273) |
| Revenue Support Grant | (6,244) | (6,369) | (6,369) | (6,369) | (6,369) |
| Collection Fund Surplus | (1,500) | (1,000) | (1,000) | 0 | 0 |
| Capital Reserve | (2,500) | 0 | 0 | 0 | 0 |
| **Total Funding** | **(140,288)** | **(139,520)** | **(143,129)** | **(144,538)** | **(147,007)** |
| **Funding Gap** | **0** | **8,600** | **3,900** | **6,300** | **5,200** |
| **Funding Gap (Cumulative)** | **0** | **8,600** | **12,500** | **18,800** | **24,000** |
| **Council Tax Income** |  |  |  |  |  |
| Core Precept | 80,947 | 83,185 | 85,481 | 87,835 | 90,249 |
| Social Care Precept | 10,897 | 10,951 | 11,006 | 11,061 | 11,116 |
| **Band D Council Tax** |  |  |  |  |  |
| Council Tax for a Band D Property | 1,554.39 | 1,585.26 | 1,616.76 | 1,648.89 | 1,681.65 |
| % Increase in Council Tax | 3.99% | 1.99% | 1.99% | 1.99% | 1.99% |
| **Council Tax Base** |  |  |  |  |  |
| Council Tax Base | 59,087 | 59,382 | 59,679 | 59,977 | 60,277 |
| Increase in Tax Base on prior year | 0.78% | 0.50% | 0.50% | 0.50% | 0.50% |

## Budget Transformation Programme 2023/24 to 2026/27

|  |  |
| --- | --- |
| **Reference** | **Proposed Themes/Areas for Review** |
|  |
|  |  |  |
| **Pride and Joy** | |  |
| BTP-PJ01 | Review of the Grounds Maintenance service |  |
| BTP-PJ02 | Review the hours of operation and attendance profile at all Household Waste Recycling Centres. |  |
| BTP-PJ03 | Review of public toilet provision across the Borough, including new capital investment intentions, current condition surveys, usage levels, environment and social behaviour considerations and explore the potential for targeted charging for some services/facilities. |  |
|  |  |  |
|  |  |  |
| **Safe and Well** | |  |
| BTP-SW01 | Review of all enforcement operations and arrangements. |  |
| BTP-SW02 | Review professional and expert service support and capacity to reduce future insurance claims and liabilities. |  |
| BTP-SW04 | Integrate a comprehensive demand management programme into the developing Children’s recovery plan. |  |
| BTP-SW05 | Integrate a comprehensive demand management programme into the developing Adults Social Care recovery plan. |  |
|  |  |  |
|  |  |  |
| **Active and Involved** | |  |
| BTP-AI01 | Review and where appropriate rationalisation of all administrative and operational buildings and assets to determine current and potential future use and to gain reassurance that all our property arrangements are 'fit for purpose' and providing value for money. |  |
| BTP-AI02 | Review of Leisure Service provision |  |
|  |  |  |
|  |  |  |
| **Opportunity and Prosperity** | |  |
| BTP-OP01 | Review potential general licensing opportunities in Parks |  |
|  |  |  |
|  |  |  |
| **Connected and Smart** | |  |
| BTP-CS01 | Review of the current arrangements for using assistive technology, telecare, and other mainstream computerised devices. Enhancing, tailoring, and targeting this offer should deliver better outcomes for residents, improved efficiencies, productivity, and value for money. |  |
|  |  |  |
|  |  |  |
| **Enabling Services/Corporate Initiatives** | |  |
| BTP-ES02 | Review of all corporate memberships and service specific subscriptions |  |
| BTP-ES03 | Develop a phased programme of comprehensive reviews of all staffing structures and delivery arrangements across all Council operations. Ensuring compliance with best practice organisational design principles |  |
| BTP-ES04 | Review of the Council's learning & development investment programme |  |
| BTP-ES05 | Review the level of subsidy provided for all discretionary services and compare the levels of local fees and charges compared to national benchmarks. |  |
|  |  |  |

## Estimated Employee Numbers

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Estimate for 2021/22** | | **Estimate 2022/23 FTEs** |
| **Portfolio** | **Original FTEs** | **Probable Outturn FTEs** |
| Leader: Economic Recovery & Regeneration | 123.07 | 133.45 | 133.45 |
| Deputy Leader: Public Protection | 107.16 | 122.41 | 122.41 |
| Adult Social Care & Health Integration | 280.54 | 283.75 | 283.75 |
| Children and Learning | 360.09 | 386.06 | 386.06 |
| Communities & Housing | 169.43 | 205.93 | 205.93 |
| Corporate Services & Performance Delivery | 413.74 | 409.51 | 409.51 |
| Environment, Culture, Tourism & Planning | 197.39 | 200.16 | 200.16 |
| Transport, Asset Management & Inward Investment | 140.25 | 147.25 | 147.25 |
| **Total FTEs** | **1,791.67** | **1,888.52** | **1,888.51** |

The FTE numbers above reflect the number of employees budgeted for, as at February 2022. In addition, Executive Directors have elected to incorporate varying allowances for vacancies into their service budgets, meaning that those services need to be run at below establishment to breakeven.

The change in FTE numbers is largely because of the TUPE of Children's Centre Staff into the organisation and an increase in posts funded by Government grants.

## Budget Monitoring and Forecasting

The corporate budget performance report is a key tool in scrutinising the Council’s overall financial performance. It is designed to provide an overview to all relevant stakeholders. It is essential that the Authority actively monitors its budgets throughout the year to ensure that the overall financial position is robust and sustainable and that strategic objectives are being achieved.

In setting the annual budget and the MTFS the Council will ensure any potential risks are assessed and managed as part of the monitoring arrangements. In year, the Council will review its revenue and capital budgets (including the HRA) monthly and report to Cabinet on a regular basis.

Whilst the responsibility lies with the Executive Director for Finance & Resources for reporting to Cabinet the financial position, the responsibility and accountability for the financial position and performance of the services lies with the budget holder.

These reports will be prepared for Cabinet at regular intervals throughout the financial year and will provide an opportunity to highlight major variations from the approved spending plans enabling corrective action to be taken where necessary.

All budget holders are responsible for ensuring external income is maximised for their service and for seeking out new opportunities to generate income. If the budget holder cannot resolve issues within their own service area budgets these should be dealt with by Service Directors and the Executive team.

Where pressures are identified appropriate mitigation plans are required to be agreed and implemented in year which look to address these issues and identify ongoing pressures that may need to be addressed as part of setting the budgets over the medium term.

The Council has an established and respected finance business partnering service to support and advise Directors and Service Managers with the financial management requirements of their services.

The focus of the Finance Business Partner in supporting services is to: -

* Look at a specific business problem and propose solutions based on research and insight
* Perform and analyse benchmarking against other areas and services to drive business decision making
* Work with business intelligence to understand activity and cost drivers
* Support services to look at the totality of investment against objectives
* Support services to focus on being sustainable
* Support services in developing business cases
* Work to better understand, manipulate and extract better outcomes from contracts – improving deliverables and forward planning procurement exercises
* Perform sensitivity analysis across whole systems to understand links between variables and support to make optimal interventions
* Support with project managing change through greater involvement in strategic decision making

## Budget Monitoring Timetable

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Month** | **Accounting Period** | **Date of Period End** | **Last Working Day of Period** | **Final Ledger Amendments (by close of play)** | **Self Service Reports Available** |
| April | 1 | Sat 30-Apr-22 | Fri 29-Apr-22 | Tue 03-May-22 | Wed 04-May-22 |
| May | 2 | Tue 31-May-22 | Tue 31-May-22 | Wed 01-Jun-22 | Mon 06-Jun-22 |
| June | 3 | Thu 30-Jun-22 | Thu 30-Jun-22 | Fri 01-Jul-22 | Mon 04-Jul-22 |
| July | 4 | Sun 31-Jul-22 | Fri 29-Jul-22 | Mon 01-Aug-22 | Tue 02-Aug-22 |
| August | 5 | Wed 31-Aug-22 | Wed 31-Aug-22 | Thu 01-Sep-22 | Fri 02-Sep-22 |
| September | 6 | Fri 30-Sep-22 | Fri 30-Sep-22 | Mon 03-Oct-22 | Tue 04-Oct-22 |
| October | 7 | Mon 31-Oct-22 | Mon 31-Oct-22 | Tue 01-Nov-22 | Wed 02-Nov-22 |
| November | 8 | Wed 30-Nov-22 | Wed 30-Nov-22 | Thu 01-Dec-22 | Fri 02-Dec-22 |
| December | 9 | Sat 31-Dec-22 | Fri 30-Dec-22 | Thu 05-Jan-23 | Fri 06-Jan-23 |
| January | 10 | Tue 31-Jan-23 | Tue 31-Jan-23 | Wed 01-Feb-23 | Thu 02-Feb-23 |
| February | 11 | Tue 28-Feb-23 | Tue 28-Feb-23 | Wed 01-Mar-23 | Thu 02-Mar-23 |
| March | 12 | Fri 31-Mar-23 | Fri 31-Mar-23 | Mon 03-Apr-23 | Tue 04-Apr-23 |

Revenue and capital budget performance as at periods 4, 6 and 8 will be reported to Cabinet in the following month.

Revenue and capital budget performance will be reported to Corporate Management Team (CMT) monthly from period 2 onwards.

The final outturn for revenue and capital performance will be reported to Cabinet in June following the closure of accounts process.

# Portfolio Revenue Budgets

## Leader: Economic Recovery and Regeneration

### Objective Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2021/22** | | | | | | **2022/23** | | |
|  | **Original** | | | **Probable Outturn** | | | **Budget** | | |
| **Portfolio Service**  Portfolio Sub-Service | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** |
| **Civic Affairs** |  |  |  |  |  |  |  |  |  |
| Mayoralty | 187 | 0 | 187 | 187 | 0 | 187 | 192 | 0 | 192 |
| Member Support | 763 | 0 | 763 | 763 | 0 | 763 | 764 | 0 | 764 |
| **Corporate Planning and Strategic Direction** |  |  |  |  |  |  |  |  |  |
| Corporate and Non-Distributable Costs | 2,090 | (204) | 1,887 | 1,811 | (204) | 1,607 | 2,064 | (204) | 1,860 |
| Emergency Planning | 222 | 0 | 222 | 222 | 0 | 222 | 234 | 0 | 234 |
| Strategy and Performance | 1,890 | (73) | 1,816 | 2,081 | (73) | 2,008 | 2,137 | (73) | 2,064 |
| Strategy and Planning for Housing | 580 | (181) | 399 | 599 | (181) | 419 | 683 | (181) | 502 |
| **Other Services** |  |  |  |  |  |  |  |  |  |
| Corporate Subscriptions | 100 | 0 | 100 | 160 | 0 | 160 | 100 | 0 | 100 |
| Private Sector Housing | 671 | (181) | 490 | 1,123 | (768) | 355 | 1,164 | (604) | 561 |
| Strategic Service Support | 345 | (28) | 317 | 345 | (28) | 317 | 366 | (28) | 337 |
| Adult and Community Learning | 2,277 | (2,200) | 77 | 2,764 | (2,290) | 474 | 2,359 | (2,290) | 69 |
| **Regeneration and business growth** |  |  |  |  |  |  |  |  |  |
| Better Queensway | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Economic Development | 1,339 | (1,006) | 333 | 1,499 | (1,006) | 493 | 1,731 | (1,172) | 560 |
| **Leader Total** | **10,465** | **(3,873)** | **6,593** | **11,555** | **(4,550)** | **7,005** | **11,795** | **(4,551)** | **7,244** |

### Subjective Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23** |
|  | **Original £000s** | **Probable Outturn £000s** | **Budget £000s** |
| **Expenditure** |  |  |  |
| Employees | 6,148 | 6,312 | 7,523 |
| Premises | 65 | 75 | 50 |
| Transport | 30 | 28 | 29 |
| Supplies & Services | 3,833 | 4,261 | 3,952 |
| Third Party Payments | 190 | 694 | 41 |
| Special Items | 200 | 185 | 200 |
| **Expenditure Total** | **10,465** | **11,555** | **11,795** |
|  |  |  |  |
| **Income** |  |  |  |
| Government Grants | (2,240) | (2,330) | (2,330) |
| Other Grants & Reimbursements | (1,048) | (1,048) | (1,213) |
| Fees & Charges | (93) | (680) | (516) |
| Recharges to Housing Revenue Account | (492) | (492) | (492) |
| **Income Total** | **(3,873)** | **(4,550)** | **(4,551)** |
|  |  |  |  |
| **Net Expenditure/(Income)** | **6,593** | **7,005** | **7,244** |
| **Memorandum Items** |  |  |  |
| Government Capital Grants | (500) | (500) | (7,340) |
| Depreciation | 728 | 728 | 7,583 |
| Accommodation Charges | 193 | 193 | 183 |
| Departmental Support | 570 | 570 | 590 |
| MATS | 2,689 | 2,689 | 3,387 |
| Recharges | (2,585) | (2,585) | (2,938) |
| **Memorandum Items Total** | **1,095** | **1,095** | **1,465** |
|  |  |  |  |
| **Total Cost Leader** | **7,688** | **8,100** | **8,709** |

### Detailed Budget

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Adult and Community Learning** | **Better Queensway** | **Corporate and Non-Distributable Costs** | **Corporate Subscriptions** | **Economic Development** | **Emergency Planning** | **Mayoralty** | **Member Support** | **Private Sector Housing** | **Strategic Service Support** | **Strategy and Performance** | **Strategy and Planning for Housing** | **Net Expenditure / (Income)** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employees | 69 | 1 | 1,310 | 0 | 1,637 | 220 | 100 | 31 | 1,085 | 366 | 2,022 | 683 | 7,523 |
| Premises | 0 | 0 | 0 | 0 | 8 | 2 | 37 | 0 | 2 | 0 | 1 | 0 | 50 |
| Transport | 0 | 0 | 5 | 0 | 2 | 1 | 13 | 1 | 6 | 0 | 3 | 0 | 29 |
| Supplies & Services | 2,290 | 0 | 508 | 100 | 86 | 11 | 42 | 731 | 72 | 0 | 112 | 0 | 3,952 |
| Third Party Payments | 0 | 0 | 41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 41 |
| Special Items | 0 | 0 | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 200 |
| **Total Expenditure** | **2,359** | **1** | **2,064** | **100** | **1,731** | **234** | **192** | **764** | **1,164** | **366** | **2,137** | **683** | **11,795** |
| **Income** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Grants | (2,290) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (8) | (32) | 0 | (2,330) |
| Other Grants & Reimbursements | 0 | 0 | 0 | 0 | (1,172) | 0 | 0 | 0 | 0 | 0 | (42) | 0 | (1,213) |
| Fees & Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (496) | (20) | 0 | 0 | (516) |
| Recharges to Housing Revenue Account | 0 | 0 | (204) | 0 | 0 | 0 | 0 | 0 | (108) | 0 | 0 | (181) | (492) |
| **Total Income** | **(2,290)** | **0** | **(204)** | **0** | **(1,172)** | **0** | **0** | **0** | **(604)** | **(28)** | **(73)** | **(181)** | **(4,551)** |
| **Memorandum Items** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Capital Grants | 0 | (6,840) | 0 | 0 | 0 | 0 | 0 | 0 | (500) | 0 | 0 | 0 | (7,340) |
| Depreciation | 121 | 6,840 | 11 | 0 | 0 | 0 | 19 | 0 | 592 | 0 | 0 | 0 | 7,583 |
| Accommodation Charges | 0 | 0 | 6 | 0 | 18 | 6 | 6 | 0 | 34 | 10 | 93 | 10 | 183 |
| Departmental Support | 0 | 0 | 270 | 0 | 122 | 7 | 5 | 0 | 139 | 0 | 47 | 0 | 590 |
| MATS | 22 | 0 | 1,751 | 1 | 455 | 39 | 357 | 0 | 212 | 61 | 365 | 124 | 3,387 |
| Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (402) | (2,536) | 0 | (2,938) |
| **Total Memorandum Items** | **143** | **0** | **2,038** | **1** | **595** | **52** | **387** | **0** | **477** | **(331)** | **(2,031)** | **134** | **1,465** |
| **Net Expenditure / (Income)** | **212** | **1** | **3,898** | **101** | **1,155** | **286** | **579** | **764** | **1,038** | **6** | **33** | **636** | **8,709** |

## Deputy Leader: Public Protection

### Objective Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2021/22** | | | | | | **2022/23** | | |
|  | **Original** | | | **Probable Outturn** | | | **Budget** | | |
| **Portfolio Service**  Portfolio Sub-Service | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** |
| **Cemeteries, Crematoria and Bereavement Services** |  |  |  |  |  |  |  |  |  |
| Cemeteries and Crematorium | 1,085 | (2,755) | (1,669) | 1,170 | (2,755) | (1,585) | 1,249 | (2,845) | (1,596) |
| **Community Safety and Public Realm** |  |  |  |  |  |  |  |  |  |
| Closed Circuit Television | 526 | (35) | 491 | 569 | (20) | 549 | 546 | (47) | 499 |
| Community Safety | 827 | (32) | 795 | 764 | (44) | 721 | 963 | (32) | 931 |
| Domestic Abuse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Environmental Care | 224 | (4) | 220 | 151 | (4) | 147 | 235 | (4) | 231 |
| Public Conveniences | 508 | 0 | 508 | 510 | 0 | 510 | 510 | 0 | 510 |
| Resorts Services Pier and Foreshore | 1,464 | (1,034) | 431 | 1,527 | (982) | 544 | 1,799 | (1,359) | 439 |
| Street Cleansing | 1,443 | 0 | 1,443 | 1,450 | 0 | 1,450 | 1,450 | 0 | 1,450 |
| Town Centre Management | 189 | (62) | 127 | 148 | (59) | 90 | 197 | (64) | 133 |
| **Registration Services** |  |  |  |  |  |  |  |  |  |
| Registration of Births Deaths and Marriages | 362 | (481) | (118) | 369 | (463) | (93) | 387 | (497) | (110) |
| **Regulatory services** |  |  |  |  |  |  |  |  |  |
| Regulatory Business | 29 | (15) | 14 | 119 | (25) | 94 | 29 | (15) | 14 |
| Regulatory Licensing | 113 | (499) | (386) | 113 | (311) | (197) | 116 | (517) | (401) |
| Regulatory Management | 1,331 | 0 | 1,331 | 1,298 | 0 | 1,298 | 1,432 | 0 | 1,432 |
| Regulatory Protection | 69 | (14) | 55 | 69 | (14) | 55 | 72 | (14) | 58 |
| **Waste collection, disposal, management, recycling & sanitation** |  |  |  |  |  |  |  |  |  |
| Household Recycling | 507 | (7) | 499 | 509 | (7) | 502 | 509 | (7) | 502 |
| Waste Collection | 5,180 | 0 | 5,180 | 5,046 | 0 | 5,046 | 5,206 | 0 | 5,206 |
| Waste Disposal | 4,871 | 0 | 4,871 | 6,072 | 0 | 6,072 | 4,760 | 0 | 4,760 |
| Waste Management | 375 | (309) | 66 | 423 | (79) | 344 | 461 | (299) | 161 |
| **Public Protection Total** | **19,105** | **(5,246)** | **13,859** | **20,309** | **(4,762)** | **15,547** | **19,921** | **(5,701)** | **14,219** |

### Subjective Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23** |
|  | **Original £000s** | **Probable Outturn £000s** | **Budget £000s** |
| **Expenditure** |  |  |  |
| Employees | 4,826 | 4,654 | 5,615 |
| Premises | 1,084 | 1,155 | 993 |
| Transport | 111 | 92 | 103 |
| Supplies & Services | 671 | 844 | 667 |
| Third Party Payments | 12,412 | 13,565 | 12,542 |
| **Expenditure Total** | **19,105** | **20,309** | **19,921** |
|  |  |  |  |
| **Income** |  |  |  |
| Government Grants | 0 | 0 | 0 |
| Other Grants & Reimbursements | (367) | (149) | (353) |
| Fees & Charges | (4,810) | (4,548) | (4,990) |
| Rents | (31) | (26) | (31) |
| Sales | (38) | (38) | (327) |
| **Income Total** | **(5,246)** | **(4,762)** | **(5,701)** |
|  |  |  |  |
| **Net Expenditure/(Income)** | **13,859** | **15,547** | **14,219** |
| **Memorandum Items** |  |  |  |
| Government Capital Grants | 0 | 0 | (896) |
| Depreciation | 1,265 | 110 | 2,513 |
| Accommodation Charges | 110 | 2,147 | 104 |
| Departmental Support | 2,147 | 1,265 | 2,374 |
| MATS | 1,587 | 1,587 | 1,950 |
| Recharges | (1,626) | (1,626) | (1,788) |
| **Memorandum Items Total** | **3,483** | **3,483** | **4,257** |
|  |  |  |  |
| **Total Cost Public Protection** | **17,342** | **19,030** | **18,472** |

### Detailed Budget

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Cemeteries and Crematorium** | **Closed Circuit Television** | **Community Safety** | **Environmental Care** | **Household Recycling** | **Public Conveniences** | **Registration of Births Deaths and Marriages** | **Regulatory Business** | **Regulatory Licensing** | **Regulatory Management** | **Regulatory Protection** | **Resorts Services Pier and Foreshore** | **Street Cleansing** | **Town Centre Management** | **Waste Collection** | **Waste Disposal** | **Waste Management** | **Net Expenditure / (Income)** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employees | 794 | 422 | 565 | 183 | 0 | 0 | 360 | 0 | 43 | 1,406 | 59 | 1,223 | 0 | 110 | 0 | 0 | 450 | 5,615 |
| Premises | 271 | 8 | 114 | 0 | 0 | 180 | 5 | 0 | 0 | 0 | 0 | 400 | 7 | 9 | 0 | 0 | 0 | 993 |
| Transport | 18 | 0 | 2 | 18 | 0 | 0 | 1 | 0 | 5 | 10 | 0 | 49 | 0 | 0 | 0 | 0 | 1 | 103 |
| Supplies & Services | 155 | 116 | 47 | 16 | 0 | 10 | 21 | 19 | 35 | 16 | 13 | 118 | 13 | 78 | 0 | 0 | 9 | 667 |
| Third Party Payments | 11 | 0 | 234 | 18 | 509 | 320 | 0 | 10 | 34 | 0 | 0 | 10 | 1,430 | 0 | 5,206 | 4,760 | 0 | 12,542 |
| **Total Expenditure** | **1,249** | **546** | **963** | **235** | **509** | **510** | **387** | **29** | **116** | **1,432** | **72** | **1,799** | **1,450** | **197** | **5,206** | **4,760** | **461** | **19,921** |
| **Income** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Grants & Reimbursements | 0 | 0 | (32) | 0 | 0 | 0 | 0 | (3) | 0 | 0 | 0 | 0 | 0 | (23) | 0 | 0 | (294) | (353) |
| Fees & Charges | (2,842) | (47) | 0 | (4) | 0 | 0 | (481) | (12) | (515) | 0 | (14) | (1,030) | 0 | (40) | 0 | 0 | (5) | (4,990) |
| Sales | 0 | 0 | 0 | 0 | (7) | 0 | (16) | 0 | 0 | 0 | 0 | (8) | 0 | 0 | 0 | 0 | 0 | (31) |
| Rents | (3) | 0 | 0 | 0 | 0 | 0 | (1) | 0 | (2) | 0 | 0 | (321) | 0 | 0 | 0 | 0 | 0 | (327) |
| **Total Income** | **(2,845)** | **(47)** | **(32)** | **(4)** | **(7)** | **0** | **(497)** | **(15)** | **(517)** | **0** | **(14)** | **(1,359)** | **0** | **(64)** | **0** | **0** | **(299)** | **(5,701)** |
| **Memorandum Items** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (896) | 0 | 0 | 0 | (896) |
| Government Capital Grants | 161 | 44 | 0 | 0 | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 1,295 | 4 | 918 | 0 | 0 | 31 | 2,513 |
| Accommodation Charges | 0 | 0 | 0 | 6 | 0 | 0 | 32 | 0 | 0 | 52 | 2 | 0 | 0 | 0 | 0 | 0 | 12 | 104 |
| Departmental Support | 0 | 18 | 18 | 12 | 9 | 10 | 12 | 820 | 861 | 36 | 456 | 16 | 10 | 15 | 15 | 13 | 53 | 2,374 |
| MATS | 135 | 150 | 127 | 46 | 0 | 82 | 272 | 2 | 275 | 285 | 13 | 462 | 0 | 20 | 5 | 8 | 68 | 1,950 |
| Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,788) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,788) |
| **Total Memorandum Items** | **296** | **212** | **145** | **64** | **9** | **152** | **316** | **822** | **1,136** | **(1,415)** | **471** | **1,773** | **14** | **57** | **20** | **21** | **164** | **4,257** |
| **Net Expenditure / (Income)** | **(1,300)** | **711** | **1,076** | **295** | **511** | **662** | **206** | **836** | **735** | **17** | **529** | **2,212** | **1,464** | **190** | **5,226** | **4,781** | **325** | **18,476** |

## Adult Social Care and Health Integration

### Objective Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2021/22** | | | | | | **2022/23** | | |
|  | **Original** | | | **Probable Outturn** | | | **Budget** | | |
| **Portfolio Service**  Portfolio Sub-Service | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** |
| **Adult Social Care** |  |  |  |  |  |  |  |  |  |
| Drug and Alcohol Action Team | 2,405 | (2,123) | 281 | 2,512 | (2,123) | 389 | 2,046 | (2,123) | (77) |
| Healthwatch Regulation | 123 | (69) | 54 | 119 | (69) | 50 | 198 | (69) | 129 |
| Older People | 31,702 | (21,746) | 9,956 | 31,447 | (22,293) | 9,154 | 35,555 | (22,281) | 13,274 |
| Other Community Services | 3,983 | (1,957) | 2,026 | 3,959 | (2,128) | 1,831 | 4,339 | (2,339) | 2,000 |
| People with a Learning Disability | 16,264 | (2,192) | 14,071 | 17,309 | (2,707) | 14,602 | 16,717 | (2,296) | 14,420 |
| People with a Physical or Sensory Impairment | 5,867 | (1,263) | 4,604 | 6,220 | (1,764) | 4,457 | 5,776 | (1,299) | 4,477 |
| People with Mental Health Needs | 4,670 | (458) | 4,212 | 5,110 | (571) | 4,539 | 4,751 | (542) | 4,210 |
| Public Health | 2,019 | (2,028) | (9) | 1,969 | (1,978) | (9) | 1,969 | (2,028) | (59) |
| Support to Voluntary Sector | 697 | 0 | 697 | 756 | (175) | 581 | 697 | (175) | 522 |
| **Commissioning** |  |  |  |  |  |  |  |  |  |
| Business Support Team | 1,726 | (263) | 1,463 | 1,648 | (333) | 1,315 | 1,863 | (268) | 1,595 |
| Strategy, Development and Commissioning | 2,199 | (743) | 1,456 | 2,645 | (550) | 2,095 | 2,619 | (550) | 2,069 |
| Supporting People | 2,245 | 0 | 2,245 | 2,198 | 0 | 2,198 | 2,095 | 0 | 2,095 |
| **Adult Social Care & Health Integration Total** | **73,899** | **(32,842)** | **41,057** | **75,893** | **(34,692)** | **41,201** | **78,625** | **(33,970)** | **44,655** |

### Subjective Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23** |
|  | **Original £000s** | **Probable Outturn £000s** | **Budget £000s** |
| **Expenditure** |  |  |  |
| Employees | 12,095 | 12,428 | 13,394 |
| Premises | 258 | 393 | 258 |
| Transport | 526 | 732 | 627 |
| Supplies & Services | 7,076 | 7,629 | 6,690 |
| Third Party Payments | 53,943 | 54,711 | 57,656 |
| **Expenditure Total** | **73,899** | **75,893** | **78,625** |
|  |  |  |  |
| **Income** |  |  |  |
| Government Grants | (4,786) | (4,697) | (4,786) |
| Other Grants & Reimbursements | (16,307) | (16,110) | (16,599) |
| Fees & Charges | (11,648) | (13,691) | (12,436) |
| Rents | (48) | (140) | (48) |
| Recharges to Housing Revenue Account | (53) | (53) | (102) |
| **Income Total** | **(32,842)** | **(34,692)** | **(33,970)** |
|  |  |  |  |
| **Net Expenditure/(Income)** | **41,057** | **41,201** | **44,655** |
| **Memorandum Items** |  |  |  |
| Depreciation | 1,615 | 1,615 | 64 |
| Accommodation Charges | 418 | 418 | 398 |
| Departmental Support | 3,692 | 3,692 | 4,203 |
| MATS | 3,150 | 3,150 | 3,992 |
| Recharges | (4,007) | (4,007) | (4,559) |
| **Memorandum Items Total** | **4,868** | **4,868** | **4,098** |
|  |  |  |  |
| **Total Cost Adult Social Care & Health Integration** | **45,925** | **46,069** | **48,753** |

### Detailed Budget

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Business Support Team** | **Drug and Alcohol Action Team** | **Healthwatch Regulation** | **Older People** | **Other Community Services** | **People with a Learning Disability** | **People with a Physical or Sensory Impairment** | **People with Mental Health Needs** | **Public Health** | **Strategy, Development and Commissioning** | **Support to Voluntary Sector** | **Supporting People** | **Net Expenditure / (Income)** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employees | 1,798 | 36 | 0 | 2,538 | 3,549 | 635 | 1,626 | 911 | (1) | 2,301 | 0 | 0 | 13,394 |
| Premises | 0 | 1 | 0 | 42 | 2 | 15 | 197 | 2 | 0 | 0 | 0 | 0 | 258 |
| Transport | 13 | 1 | 0 | 5 | 14 | 521 | 52 | 12 | 0 | 9 | 0 | 0 | 627 |
| Supplies & Services | 48 | 1,740 | 198 | 410 | 312 | 5 | 376 | 4 | 633 | 174 | 697 | 2,095 | 6,690 |
| Third Party Payments | 3 | 269 | 0 | 32,561 | 463 | 15,541 | 3,525 | 3,823 | 1,337 | 134 | 0 | 0 | 57,656 |
| **Total Expenditure** | **1,863** | **2,046** | **198** | **35,555** | **4,339** | **16,717** | **5,776** | **4,751** | **1,969** | **2,619** | **697** | **2,095** | **78,625** |
| **Income** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Grants | 0 | (2,069) | (69) | 0 | (42) | 0 | (419) | 0 | (2,028) | (159) | 0 | 0 | (4,786) |
| Other Grants & Reimbursements | (150) | (54) | 0 | (11,349) | (2,195) | (1,468) | (608) | (207) | 0 | (392) | (175) | 0 | (16,599) |
| Fees & Charges | (118) | 0 | 0 | (10,932) | 0 | (828) | (224) | (334) | 0 | 0 | 0 | 0 | (12,436) |
| Rents | 0 | 0 | 0 | 0 | 0 | 0 | (48) | 0 | 0 | 0 | 0 | 0 | (48) |
| Recharges to Housing Revenue Account | 0 | 0 | 0 | 0 | (102) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (102) |
| **Total Income** | **(268)** | **(2,123)** | **(69)** | **(22,281)** | **(2,339)** | **(2,296)** | **(1,299)** | **(542)** | **(2,028)** | **(550)** | **(175)** | **0** | **(33,970)** |
| **Memorandum Items** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 0 | 0 | 0 | 0 | 0 | 10 | 0 | 0 | 0 | 54 | 0 | 0 | 64 |
| Accommodation Charges | 92 | 8 | 0 | 50 | 128 | 30 | 18 | 0 | 2 | 70 | 0 | 0 | 398 |
| Departmental Support | 0 | 0 | 12 | 2,112 | 135 | 705 | 402 | 559 | 175 | 0 | 0 | 103 | 4,203 |
| MATS | 586 | 75 | 1 | 812 | 969 | 325 | 332 | 296 | 64 | 530 | 0 | 2 | 3,992 |
| Recharges | (2,112) | 0 | 0 | 0 | 0 | 0 | (119) | 0 | 0 | (2,328) | 0 | 0 | (4,559) |
| **Total Memorandum Items** | **(1,434)** | **83** | **13** | **2,974** | **1,232** | **1,070** | **633** | **855** | **241** | **(1,674)** | **0** | **105** | **4,098** |
| **Net Expenditure / (Income)** | **161** | **6** | **142** | **16,248** | **3,232** | **15,490** | **5,110** | **5,065** | **182** | **395** | **522** | **2,200** | **48,753** |

## Children and Learning

### Objective Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2021/22** | | | | | | **2022/23** | | |
|  | **Original** | | | **Probable Outturn** | | | **Budget** | | |
| **Portfolio Service**  Portfolio Sub-Service | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** |
| **Children's Services** |  |  |  |  |  |  |  |  |  |
| Children Fieldwork Services | 6,356 | (5) | 6,351 | 6,852 | - | 6,852 | 6,981 | (5) | 6,976 |
| Children’s Specialist Support and Commissioning | 2,489 | (116) | 2,372 | 2,659 | (90) | 2,569 | 2,629 | (90) | 2,539 |
| Early Help and Family Support | 2,172 | (1,186) | 986 | 1,986 | (990) | 996 | 2,052 | (990) | 1,062 |
| Inhouse Fostering and Adoption | 5,846 | (211) | 5,635 | 4,915 | (145) | 4,770 | 6,252 | (211) | 6,041 |
| Leaving Care Placements and Resources | 2,918 | (1,146) | 1,773 | 3,501 | (1,151) | 2,351 | 2,647 | (835) | 1,812 |
| Practice Unit | - | - | - | 189 | - | 189 | 216 | 0 | 216 |
| Private Voluntary Independent Provider Placements | 7,140 | (120) | 7,020 | 9,403 | (335) | 9,068 | 6,790 | (120) | 6,670 |
| School Support and Education Transport | 574 | (334) | 240 | 603 | (334) | 269 | 574 | (334) | 240 |
| **Schools, Education and Learning** |  |  |  |  |  |  |  |  |  |
| High Needs Educational Funding | - | - | - | - | - | - | 0 | 0 | 0 |
| Maintained Schools Delegated Budgets | 24,528 | (24,528) | - | 24,528 | (24,528) | - | 24,528 | (24,528) | 0 |
| Pupil Premium | 2,500 | (2,500) | - | 2,500 | (2,500) | - | 2,511 | (2,503) | 7 |
| School Support and Education Transport | 8,260 | (6,053) | 2,207 | 7,336 | (4,617) | 2,719 | 7,991 | (5,442) | 2,549 |
| **Special Educational Needs and Children with Disabilities** |  |  |  |  |  |  |  |  |  |
| Children with Disabilities | 1,236 | (178) | 1,058 | 1,288 | (166) | 1,122 | 1,261 | (117) | 1,144 |
| High Needs Educational Funding | 15,032 | (13,932) | 1,100 | 16,098 | (15,024) | 1,074 | 16,142 | (15,019) | 1,123 |
| **Youth and Connexions** |  |  |  |  |  |  |  |  |  |
| School Support and Education Transport | 464 | (299) | 165 | 504 | (299) | 205 | 478 | (266) | 212 |
| Young Persons Drug and Alcohol Team | 236 | (212) | 24 | 236 | (212) | 24 | 252 | (212) | 40 |
| Youth Offending Service | 1,930 | (494) | 1,436 | 1,901 | (451) | 1,450 | 2,060 | (494) | 1,566 |
| Youth Service | 550 | (46) | 504 | 486 | (23) | 463 | 575 | (46) | 529 |
| **Children and Learning Total** | **82,230** | **(51,360)** | **30,871** | **84,985** | **(50,865)** | **34,120** | **83,937** | **(51,212)** | **32,725** |

### Subjective Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23** |
|  | **Original £000s** | **Probable Outturn £000s** | **Budget £000s** |
| **Expenditure** |  |  |  |
| Employees | 17,766 | 18,973 | 20,021 |
| Premises | 298 | 299 | 297 |
| Transport | 1,924 | 2,113 | 1,908 |
| Supplies & Services | 7,492 | 8,866 | 7,495 |
| Third Party Payments | 24,734 | 26,258 | 25,533 |
| Transfer Payments | 30,017 | 28,476 | 28,684 |
| **Expenditure Total** | **82,230** | **84,985** | **83,937** |
|  |  |  |  |
| **Income** |  |  |  |
| Government Grants | (49,517) | (48,971) | (49,365) |
| Other Grants & Reimbursements | (799) | (948) | (858) |
| Fees & Charges | (802) | (728) | (748) |
| Rents | (58) | (71) | (58) |
| Sales | (144) | (107) | (144) |
| Other Internal Charges | (40) | (40) | (40) |
| **Income Total** | **(51,360)** | **(50,865)** | **(51,212)** |
|  |  |  |  |
| **Net Expenditure/(Income)** | **30,871** | **34,120** | **32,725** |
| **Memorandum Items** |  |  |  |
| Government Capital Grants | (1,163) | (1,163) | (1,685) |
| Depreciation | 1,962 | 1,962 | 3,146 |
| Accommodation Charges | 622 | 622 | 590 |
| Departmental Support | 1,343 | 1,343 | 1,446 |
| MATS | 4,693 | 4,693 | 5,937 |
| **Memorandum Items Total** | **7,457** | **7,457** | **9,434** |
|  |  |  |  |
| **Total Cost Children and Learning** | **38,328** | **41,577** | **42,159** |

### Detailed Budget

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Children Fieldwork Services** | **Children with Disabilities** | **Children’s Specialist Support and Commissioning** | **Early Help and Family Support** | **High Needs Educational Funding** | **Inhouse Fostering and Adoption** | **Leaving Care Placements and Resources** | **Maintained Schools Delegated Budgets** | **Practice Unit** | **Private Voluntary Independent Provider Placements** | **Pupil Premium** | **School Support and Education Transport** | **Young Persons Drug and Alcohol Team** | **Youth Offending Service** | **Youth Service** | **Net Expenditure / (Income)** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employees | 5,759 | 473 | 2,152 | 1,943 | 2,072 | 1,445 | 557 | 0 | 216 | 0 | 131 | 2,643 | 244 | 1,957 | 428 | 20,021 |
| Premises | 63 | 26 | 3 | 2 | 0 | 0 | 4 | 0 | 0 | 0 | 0 | 104 | 0 | 0 | 93 | 297 |
| Transport | 390 | 33 | 14 | 27 | 14 | 46 | 14 | 0 | 0 | 0 | 0 | 1,322 | 1 | 29 | 18 | 1,908 |
| Supplies & Services | 572 | 116 | 105 | 48 | 3,457 | 208 | 1,994 | 0 | 0 | 0 | 150 | 768 | 7 | 35 | 36 | 7,495 |
| Third Party Payments | 196 | 177 | 101 | 32 | 10,047 | 4,553 | 77 | 0 | 0 | 6,790 | 230 | 3,293 | 0 | 38 | 0 | 25,533 |
| Transfer Payments | 0 | 436 | 255 | 0 | 551 | 0 | 0 | 24,528 | 0 | 0 | 2,000 | 914 | 0 | 0 | 0 | 28,684 |
| **Total Expenditure** | **6,981** | **1,261** | **2,629** | **2,052** | **16,142** | **6,252** | **2,647** | **24,528** | **216** | **6,790** | **2,511** | **9,043** | **252** | **2,060** | **575** | **83,937** |
| **Income** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Grants | 0 | 0 | (33) | (990) | (14,842) | 0 | (835) | (24,528) | 0 | 0 | (2,503) | (5,086) | (212) | (336) | 0 | (49,365) |
| Other Grants & Reimbursements | (5) | (117) | (57) | 0 | (10) | (211) | 0 | 0 | 0 | (120) | 0 | (179) | 0 | (158) | 0 | (858) |
| Fees & Charges | 0 | 0 | 0 | 0 | (167) | 0 | 0 | 0 | 0 | 0 | 0 | (581) | 0 | 0 | 0 | (748) |
| Sales | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (98) | 0 | 0 | (46) | (144) |
| Rents | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (58) | 0 | 0 | 0 | (58) |
| Other Internal Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (40) | 0 | 0 | 0 | (40) |
| **Total Income** | **(5)** | **(117)** | **(90)** | **(990)** | **(15,019)** | **(211)** | **(835)** | **(24,528)** | **0** | **(120)** | **(2,503)** | **(6,042)** | **(212)** | **(494)** | **(46)** | **(51,212)** |
| **Memorandum Items** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Capital Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,685) | 0 | 0 | 0 | (1,685) |
| Depreciation | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,140 | 0 | 0 | 0 | 3,146 |
| Accommodation Charges | 108 | 0 | 58 | 86 | 58 | 56 | 20 | 0 | 0 | 0 | 0 | 64 | 14 | 126 | 0 | 590 |
| Departmental Support | 436 | 36 | 888 | 0 | 0 | 49 | 0 | 0 | 0 | 37 | 0 | 0 | 0 | 0 | 0 | 1,446 |
| MATS | 1,455 | 111 | 527 | 1,264 | 419 | 289 | 124 | 0 | 0 | 8 | 32 | 996 | 83 | 529 | 100 | 5,937 |
| **Total Memorandum Items** | **2,005** | **147** | **1,473** | **1,350** | **477** | **394** | **144** | **0** | **0** | **45** | **32** | **2,515** | **97** | **655** | **100** | **9,434** |
| **Net Expenditure / (Income)** | **8,981** | **1,291** | **4,012** | **2,412** | **1,600** | **6,435** | **1,956** | **0** | **216** | **6,715** | **39** | **5,516** | **137** | **2,221** | **629** | **42,159** |

## Communities and Housing

### Objective Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2021/22** | | | | | | **2022/23** | | |
|  | **Original** | | | **Probable Outturn** | | | **Budget** | | |
| **Portfolio Service**  Portfolio Sub-Service | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** |
| **Better Start and Early Years** |  |  |  |  |  |  |  |  |  |
| Early Years Development | 3,305 | (2,698) | 607 | 3,991 | (3,379) | 612 | 3,378 | (2,737) | 641 |
| Better Start | 0 | 0 | 0 | 0 | 0 | 0 | 171 | (171) | 0 |
| **Children’s Centres, Nurseries, Child Care** |  |  |  |  |  |  |  |  |  |
| Children’s Specialist Support and Commissioning | 186 | (64) | 122 | 161 | (64) | 97 | 197 | (64) | 133 |
| Nurseries | 8,332 | (8,332) | 0 | 8,332 | (8,332) | 0 | 8,332 | (8,332) | 0 |
| Children's Centres | 998 | (105) | 893 | 998 | (214) | 784 | 1,020 | (364) | 657 |
| **Community Cohesion and community assets** |  |  |  |  |  |  |  |  |  |
| Community Centres and Club 60 | 17 | (1) | 16 | 17 | (1) | 16 | 17 | (1) | 16 |
| Library Service | 2,941 | (395) | 2,547 | 2,790 | (250) | 2,540 | 3,107 | (399) | 2,708 |
| **Public Health** |  |  |  |  |  |  |  |  |  |
| Domestic Abuse | 77 | 0 | 77 | 29 | 0 | 29 | 29 | 0 | 29 |
| Public Health | 4,409 | (4,774) | (365) | 4,766 | (4,814) | (48) | 4,836 | (4,984) | (148) |
| **Housing Needs and Homelessness** |  |  |  |  |  |  |  |  |  |
| Housing Needs and Homelessness | 1,721 | (1,490) | 231 | 2,606 | (2,280) | 326 | 2,623 | (2,208) | 415 |
| **Communities & Housing Total** | **21,986** | **(17,858)** | **4,127** | **23,690** | **(19,334)** | **4,356** | **23,710** | **(19,260)** | **4,450** |

### Subjective Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23** |
|  | **Original £000s** | **Probable Outturn £000s** | **Budget £000s** |
| **Expenditure** |  |  |  |
| Employees | 6,596 | 7,013 | 8,745 |
| Premises | 539 | 528 | 539 |
| Transport | 55 | 55 | 55 |
| Supplies & Services | 13,122 | 13,975 | 12,584 |
| Third Party Payments | 1,543 | 1,988 | 1,657 |
| Transfer Payments | 130 | 130 | 130 |
| **Expenditure Total** | **21,986** | **23,690** | **23,710** |
|  |  |  |  |
| **Income** |  |  |  |
| Government Grants | (16,827) | (18,609) | (18,047) |
| Other Grants & Reimbursements | (399) | (249) | (575) |
| Fees & Charges | (113) | (22) | (117) |
| Rents | (75) | (63) | (75) |
| Sales | (69) | (14) | (69) |
| Recharges to Housing Revenue Account | (377) | (377) | (377) |
| **Income Total** | **(17,858)** | **(19,334)** | **(19,260)** |
|  |  |  |  |
| **Net Expenditure/(Income)** | **4,127** | **4,356** | **4,450** |
| **Memorandum Items** |  |  |  |
| Depreciation | 650 | 650 | 1,227 |
| Accommodation Charges | 143 | 143 | 138 |
| Departmental Support | 1,096 | 1,096 | 1,489 |
| MATS | 1,868 | 1,868 | 2,473 |
| Recharges | (1,058) | (1,058) | (1,476) |
| **Memorandum Items Total** | **2,699** | **2,699** | **3,851** |
|  |  |  |  |
| **Total Cost Communities and Housing** | **6,826** | **7,055** | **8,301** |

### Detailed Budget

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Better Start** | **Children's Centres** | **Children’s Specialist Support and Commissioning** | **Community Centres and Club 60** | **Domestic Abuse** | **Drugs & Alcohol Service** | **Early Years Development** | **Housing Needs and Homelessness** | **Library Service** | **Nurseries** | **Public Health** | **Net Expenditure / (Income)** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |  |  |
| Employees | 171 | 862 | 191 | 0 | 0 | 0 | 535 | 1,099 | 1,883 | 0 | 4,003 | 8,745 |
| Premises | 0 | 5 | 0 | 17 | 0 | 0 | 0 | 67 | 444 | 0 | 6 | 539 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 14 | 0 | 39 | 55 |
| Supplies & Services | 0 | 153 | 5 | 0 | 0 | 0 | 2,361 | 849 | 376 | 8,332 | 508 | 12,584 |
| Third Party Payments | 0 | 0 | 0 | 0 | 29 | 0 | 351 | 606 | 391 | 0 | 280 | 1,657 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 130 | 0 | 0 | 0 | 0 | 130 |
| **Total Expenditure** | **171** | **1,020** | **197** | **17** | **29** | **0** | **3,378** | **2,623** | **3,107** | **8,332** | **4,836** | **23,710** |
| **Income** |  |  |  |  |  |  |  |  |  |  |  |  |
| Fees & Charges | 0 | 0 | 0 | (1) | 0 | 0 | 0 | 0 | (116) | 0 | 0 | (117) |
| Government Grants | 0 | (364) | 0 | 0 | 0 | 0 | (2,737) | (1,706) | (30) | (8,332) | (4,878) | (18,047) |
| Other Grants & Reimbursements | (171) | 0 | (64) | 0 | 0 | 0 | 0 | (50) | (185) | 0 | (105) | (575) |
| Recharges to Housing Revenue Account | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (377) | 0 | 0 | 0 | (377) |
| Rents | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (75) | 0 | 0 | 0 | (75) |
| Sales | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (69) | 0 | 0 | (69) |
| **Total Income** | **(171)** | **(364)** | **(64)** | **(1)** | **0** | **0** | **(2,737)** | **(2,208)** | **(399)** | **(8,332)** | **(4,984)** | **(19,260)** |
| **Memorandum Items** |  |  |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 0 | 0 | 0 | 65 | 0 | 0 | 14 | 9 | 1,139 | 0 | 0 | 1,227 |
| Accommodation Charges | 0 | 0 | 6 | 0 | 0 | 0 | 6 | 28 | 20 | 0 | 78 | 138 |
| Departmental Support | 0 | 0 | 0 | 0 | 22 | 56 | 0 | 151 | 12 | 0 | 1,248 | 1,489 |
| MATS | 0 | 0 | 40 | 0 | 3 | 9 | 162 | 337 | 905 | 0 | 1,017 | 2,473 |
| Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,476) | (1,476) |
| **Total Memorandum Items** | **0** | **0** | **46** | **65** | **25** | **65** | **182** | **525** | **2,076** | **0** | **867** | **3,851** |
| **Net Expenditure / (Income)** | **0** | **657** | **179** | **81** | **54** | **65** | **823** | **940** | **4,784** | **0** | **720** | **8,301** |

## Corporate Services and Performance Delivery

### Objective Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2021/22** | | | | | | **2022/23** | | |
|  | **Original** | | | **Probable Outturn** | | | **Budget** | | |
| **Portfolio Service**  Portfolio Sub-Service | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** |
| **Council Tax and Business Rates** |  |  |  |  |  |  |  |  |  |
| Council Tax Collection | 1,065 | (1,074) | (9) | 1,200 | (814) | 386 | 1,122 | (797) | 326 |
| Non-Domestic Rates Collection | 275 | (281) | (6) | 190 | (381) | (191) | 288 | (250) | 39 |
| **Housing Benefit** |  |  |  |  |  |  |  |  |  |
| Housing Benefit Administration | 1,942 | (925) | 1,017 | 2,031 | (1,369) | 662 | 2,017 | (1,139) | 878 |
| Rent Benefit Payments | 65,428 | (64,681) | 747 | 57,292 | (56,565) | 727 | 58,281 | (57,534) | 747 |
| **Legal Services, Land Charges & Democratic Services** |  |  |  |  |  |  |  |  |  |
| Democratic Services Support | 350 | 0 | 350 | 350 | 0 | 350 | 369 | 0 | 369 |
| Elections and Electoral Registration | 401 | 0 | 401 | 461 | 0 | 461 | 414 | 0 | 414 |
| Legal Services | 1,661 | (262) | 1,399 | 1,621 | (262) | 1,359 | 1,731 | (272) | 1,459 |
| Local Land Charges | 193 | (297) | (104) | 193 | (322) | (129) | 202 | (297) | (95) |
| Strategic Service Support | 159 | 0 | 159 | 129 | 0 | 129 | 11 | 0 | 11 |
| **Performance Delivery** |  |  |  |  |  |  |  |  |  |
| Business Intelligence and Support | 593 | 0 | 593 | 627 | 0 | 627 | 634 | 0 | 634 |
| Customer Services Centre | 2,125 | (179) | 1,946 | 1,934 | (94) | 1,839 | 1,893 | (102) | 1,791 |
| Strategic Service Support | 149 | 0 | 149 | 149 | 0 | 149 | 154 | 0 | 154 |
| Strategy, Development and Commissioning | 1,371 | (251) | 1,120 | 1,477 | (338) | 1,139 | 1,776 | (263) | 1,513 |
| Learning and Workforce Development | 1,112 | (28) | 1,084 | 973 | (28) | 945 | 918 | (29) | 890 |
| **Corporate Services** |  |  |  |  |  |  |  |  |  |
| Corporate Budget and Resource Planning | 2,404 | (275) | 2,129 | 2,469 | (275) | 2,194 | 2,491 | (276) | 2,215 |
| Corporate Fraud | 270 | (54) | 216 | 250 | (54) | 196 | 290 | (54) | 235 |
| Corporate Procurement | 847 | 0 | 847 | 841 | 0 | 841 | 971 | 0 | 971 |
| Digital and Technology | 4,843 | (1,439) | 3,404 | 5,561 | (1,144) | 4,417 | 5,252 | (1,322) | 3,930 |
| Financial Services | 734 | (338) | 396 | 734 | (338) | 396 | 797 | (342) | 455 |
| Human Resources | 2,328 | (535) | 1,792 | 2,537 | (408) | 2,129 | 2,414 | (461) | 1,953 |
| Internal Audit | 732 | (196) | 537 | 497 | (196) | 302 | 770 | (202) | 568 |
| **Corporate Services & Performance Delivery Total** | **88,983** | **(70,815)** | **18,167** | **81,517** | **(62,589)** | **18,927** | **82,794** | **(63,339)** | **19,455** |

### Subjective Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23** |
| **Subjective Summary** | **Original £000s** | **Probable Outturn £000s** | **Budget £000s** |
| **Expenditure** |  |  |  |
| Employees | 18,911 | 18,676 | 19,756 |
| Premises | 18 | 18 | 13 |
| Transport | 45 | 45 | 45 |
| Supplies & Services | 4,748 | 5,802 | 5,016 |
| Third Party Payments | 143 | 143 | 143 |
| Transfer Payments | 65,118 | 56,832 | 57,821 |
| **Expenditure Total** | **88,983** | **81,517** | **82,794** |
|  |  |  |  |
| **Income** |  |  |  |
| Government Grants | (62,716) | (56,402) | (57,048) |
| Other Grants & Reimbursements | (3,744) | (2,200) | (2,160) |
| Fees & Charges | (3,554) | (3,187) | (3,273) |
| Sales | (50) | (50) | (57) |
| Recharges to Housing Revenue Account | (553) | (553) | (603) |
| Other Internal Charges | (198) | (198) | (198) |
| **Income Total** | **(70,815)** | **(62,589)** | **(63,339)** |
|  |  |  |  |
| **Net Expenditure/(Income)** | **18,167** | **18,927** | **19,455** |
| **Memorandum Items** |  |  |  |
| Depreciation | 2,243 | 2,243 | 6,491 |
| Accommodation Charges | 835 | 835 | 789 |
| Departmental Support | 826 | 826 | 820 |
| MATS | 4,516 | 4,516 | 6,235 |
| Recharges | (21,443) | (21,443) | (27,469) |
| **Memorandum Items Total** | **(13,023)** | **(13,023)** | **(13,134)** |
|  |  |  |  |
| **Total Cost Corporate Services & Performance Delivery** | **5,144** | **5,904** | **6,321** |

### Detailed Budget

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Business Intelligence and Support** | **Corporate Budget and Resource Planning** | **Corporate Fraud** | **Corporate Procurement** | **Council Tax Collection** | **Customer Services Centre** | **Democratic Services Support** | **Digital and Technology** | **Elections and Electoral Registration** | **Financial Services** | **Housing Benefit Administration** | **Human Resources** | **Internal Audit** | **Learning and Workforce Development** | **Legal Services** | **Local Land Charges** | **Non-Domestic Rates Collection** | **Rent Benefit Payments** | **Strategic Service Support** | **Strategy, Development and Commissioning** | **Net Expenditure / (Income)** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employees | 623 | 2,324 | 267 | 955 | 711 | 1,729 | 306 | 3,738 | 317 | 722 | 1,559 | 2,089 | 632 | 392 | 1,102 | 141 | 221 | 0 | 161 | 1,767 | 19,756 |
| Premises | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 1 | 8 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13 |
| Transport | 0 | 2 | 4 | 2 | 1 | 2 | 6 | 7 | 0 | 4 | 2 | 4 | 3 | 1 | 3 | 0 | 0 | 0 | 1 | 3 | 45 |
| Supplies & Services | 11 | 164 | 18 | 14 | 410 | 161 | 56 | 1,507 | 86 | 71 | 456 | 319 | 10 | 525 | 627 | 61 | 52 | 460 | 3 | 6 | 5,016 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 1 | 124 | 0 | 0 | 0 | 15 | 0 | 0 | 0 | 143 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 57,821 | 0 | 0 | 57,821 |
| **Total Expenditure** | **634** | **2,491** | **290** | **971** | **1,122** | **1,893** | **369** | **5,252** | **414** | **797** | **2,017** | **2,414** | **770** | **918** | **1,731** | **202** | **288** | **58,281** | **165** | **1,776** | **82,794** |
| **Income** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Grants | 0 | 0 | (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (925) | 0 | 0 | 0 | 0 | 0 | (207) | (55,734) | 0 | (180) | (57,048) |
| Other Grants & Reimbursements | 0 | 0 | 0 | 0 | 0 | (76) | 0 | 0 | 0 | 0 | 0 | (190) | (38) | 0 | 0 | 0 | 0 | (1,800) | 0 | (56) | (2,160) |
| Fees & Charges | 0 | (93) | (1) | 0 | (797) | (19) | 0 | (937) | 0 | (111) | (214) | (271) | (164) | (29) | (272) | (297) | (43) | 0 | 0 | (26) | (3,273) |
| Sales | 0 | 0 | 0 | 0 | 0 | (7) | 0 | (50) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (57) |
| Recharges to Housing Revenue Account | 0 | (183) | (51) | 0 | 0 | 0 | 0 | (284) | 0 | (85) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (603) |
| Other Internal Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (52) | 0 | (146) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (198) |
| **Total Income** | **0** | **(276)** | **(54)** | **0** | **(797)** | **(102)** | **0** | **(1,322)** | **0** | **(342)** | **(1,139)** | **(461)** | **(202)** | **(29)** | **(272)** | **(297)** | **(250)** | **(57,534)** | **0** | **(263)** | **(63,339)** |
| **Memorandum Items** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,491 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,491 |
| Accommodation Charges | 60 | 94 | 6 | 24 | 42 | 143 | 14 | 107 | 8 | 28 | 60 | 71 | 18 | 16 | 42 | 8 | 8 | 0 | 4 | 36 | 789 |
| Departmental Support | 0 | 36 | 4 | 10 | 12 | 86 | 15 | 91 | 9 | 143 | 25 | 55 | 9 | 0 | 45 | 9 | 3 | 0 | 268 | 0 | 820 |
| MATS | 298 | 516 | 81 | 227 | 906 | 790 | 67 | 387 | 49 | 326 | 1,041 | 580 | 122 | 204 | 189 | 39 | 96 | 0 | 48 | 269 | 6,235 |
| Recharges | (982) | (2,817) | (321) | (1,216) | 0 | (2,789) | 0 | (10,911) | 0 | (938) | 0 | (2,613) | (704) | (571) | (1,714) | 0 | 0 | 0 | (484) | (1,409) | (27,469) |
| **Total Memorandum Items** | **(624)** | **(2,171)** | **(230)** | **(955)** | **960** | **(1,770)** | **96** | **(3,835)** | **66** | **(441)** | **1,126** | **(1,907)** | **(555)** | **(351)** | **(1,438)** | **56** | **107** | **0** | **(164)** | **(1,104)** | **(13,134)** |
| **Net Expenditure / (Income)** | **10** | **44** | **5** | **16** | **1,286** | **21** | **465** | **95** | **480** | **14** | **2,004** | **46** | **13** | **539** | **21** | **(39)** | **146** | **747** | **1** | **409** | **6,321** |

## Environment, Culture, Tourism and Planning

### Objective Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2021/22** | | | | | | **2022/23** | | |
|  | **Original** | | | **Probable Outturn** | | | **Budget** | | |
| **Portfolio Service**  Portfolio Sub-Service | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** |
| **Culture and Tourism** |  |  |  |  |  |  |  |  |  |
| Arts Development | 617 | (265) | 352 | 618 | (258) | 360 | 634 | (266) | 369 |
| Culture Management | 137 | (7) | 130 | 134 | (7) | 127 | 142 | (7) | 134 |
| Museums and Art Gallery | 896 | (126) | 769 | 925 | (23) | 902 | 982 | (129) | 853 |
| Southend Theatres | 52 | (25) | 27 | 52 | (25) | 27 | 52 | (25) | 27 |
| Sport and Leisure Facilities | 133 | (308) | (174) | 133 | 0 | 133 | 139 | (308) | (168) |
| Sports Development | 52 | 0 | 52 | 52 | 0 | 52 | 55 | 0 | 55 |
| Tourism | 267 | (18) | 250 | 518 | (18) | 500 | 380 | (18) | 362 |
| **Environment** |  |  |  |  |  |  |  |  |  |
| All matters relating to trees, plants, grass verges and other flora | 556 | 0 | 556 | 518 | 0 | 518 | 556 | 0 | 556 |
| Climate Change, Renewable energy and Energy Saving | 492 | (406) | 86 | 588 | (406) | 182 | 296 | (194) | 102 |
| Grounds Maintenance (ASO) | 4,089 | (626) | 3,463 | 3,985 | (576) | 3,409 | 4,371 | (649) | 3,721 |
| Parks and Open Spaces | 1,508 | (474) | 1,034 | 1,504 | (486) | 1,018 | 1,545 | (539) | 1,006 |
| Sea and Foreshore Defences | 414 | (13) | 401 | 549 | 0 | 549 | 414 | (13) | 401 |
| **Planning Policy and Planning Control** |  |  |  |  |  |  |  |  |  |
| Building Control | 454 | (471) | (17) | 463 | (461) | 3 | 498 | (527) | (29) |
| Development Control | 1,027 | (790) | 237 | 1,271 | (841) | 430 | 1,363 | (832) | 531 |
| Enterprise Tourism and Environment Central Pool | 326 | 0 | 326 | 351 | 0 | 351 | 337 | 0 | 337 |
| Regional and Local Town Plan | 552 | 0 | 552 | 562 | 0 | 562 | 480 | 0 | 480 |
| **Environment, Culture, Tourism & Planning Total** | **11,573** | **(3,529)** | **8,044** | **12,223** | **(3,101)** | **9,122** | **12,244** | **(3,507)** | **8,737** |

### Subjective Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23** |
|  | **Original £000s** | **Probable Outturn £000s** | **Budget £000s** |
| **Expenditure** |  |  |  |
| Employees | 7,694 | 7,552 | 8,335 |
| Premises | 749 | 798 | 695 |
| Transport | 446 | 528 | 446 |
| Supplies & Services | 1,424 | 1,754 | 1,507 |
| Third Party Payments | 1,260 | 1,591 | 1,261 |
| **Expenditure Total** | **11,573** | **12,223** | **12,244** |
|  |  |  |  |
| **Income** |  |  |  |
| Government Grants | (43) | (30) | (43) |
| Other Grants & Reimbursements | (531) | (531) | (323) |
| Fees & Charges | (2,862) | (2,488) | (3,038) |
| Rents | (50) | (35) | (60) |
| Sales | (43) | (17) | (43) |
| **Income Total** | **(3,529)** | **(3,101)** | **(3,507)** |
|  |  |  |  |
| **Net Expenditure/(Income)** | **8,044** | **9,122** | **8,737** |
| **Memorandum Items** |  |  |  |
| Government Capital Grants | (75) | (75) | (30) |
| Depreciation | 1,738 | 1,738 | 2,131 |
| Accommodation Charges | 103 | 103 | 98 |
| Departmental Support | 351 | 351 | 391 |
| MATS | 2,100 | 2,100 | 2,636 |
| Recharges | (389) | (389) | (420) |
| **Memorandum Items Total** | **3,828** | **3,828** | **4,806** |
|  |  |  |  |
| **Total Cost Environment, Culture, Tourism & Planning** | **11,872** | **12,950** | **13,543** |

### Detailed Budget

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **All matters relating to trees, plants, grass verges and other flora** | **Arts Development** | **Building Control** | **Climate Change, Renewable energy and Energy Saving** | **Culture Management** | **Development Control** | **Enterprise Tourism and Environment Central Pool** | **Grounds Maintenance (ASO)** | **Museums and Art Gallery** | **Parks and Open Spaces** | **Regional and Local Town Plan** | **Sea and Foreshore Defences** | **Southend Theatres** | **Sport and Leisure Facilities** | **Sports Development** | **Tourism** | **Net Expenditure / (Income)** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employees | 0 | 416 | 488 | 266 | 133 | 1,231 | 324 | 3,284 | 665 | 594 | 469 | 75 | 0 | 99 | 51 | 239 | 8,335 |
| Premises | 0 | 28 | 0 | 0 | 0 | 0 | 0 | 55 | 262 | 189 | 0 | 66 | 52 | 41 | 0 | 2 | 695 |
| Transport | 0 | 1 | 7 | 2 | 1 | 8 | 3 | 394 | 2 | 24 | 4 | 0 | 0 | 0 | 0 | 1 | 446 |
| Supplies & Services | 6 | 189 | 3 | 27 | 7 | 124 | 10 | 509 | 54 | 384 | 6 | 46 | 0 | 0 | 1 | 139 | 1,507 |
| Third Party Payments | 550 | 0 | 0 | 0 | 0 | 0 | 0 | 128 | 0 | 354 | 0 | 227 | 0 | 0 | 2 | 0 | 1,261 |
| **Total Expenditure** | **556** | **634** | **498** | **296** | **142** | **1,363** | **337** | **4,371** | **982** | **1,545** | **480** | **414** | **52** | **139** | **55** | **380** | **12,244** |
| **Income** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Fees & Charges | 0 | (17) | (527) | (91) | (7) | (832) | 0 | (649) | (83) | (516) | 0 | 0 | 0 | (308) | 0 | (8) | (3,038) |
| Government Grants | 0 | (30) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (13) | 0 | 0 | 0 | 0 | (43) |
| Other Grants & Reimbursements | 0 | (203) | 0 | (103) | 0 | 0 | 0 | 0 | 0 | (7) | 0 | 0 | 0 | 0 | 0 | (10) | (323) |
| Rents | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (19) | (16) | 0 | 0 | (25) | 0 | 0 | 0 | (60) |
| Sales | 0 | (15) | 0 | 0 | 0 | 0 | 0 | 0 | (28) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (43) |
| **Total Income** | **0** | **(266)** | **(527)** | **(194)** | **(7)** | **(832)** | **0** | **(649)** | **(129)** | **(539)** | **0** | **(13)** | **(25)** | **(308)** | **0** | **(18)** | **(3,507)** |
| **Memorandum Items** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Capital Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (30) | 0 | 0 | 0 | 0 | 0 | 0 | (30) |
| Depreciation | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 23 | 444 | 207 | 0 | 376 | 483 | 597 | 0 | 0 | 2,131 |
| Accommodation Charges | 0 | 2 | 14 | 6 | 4 | 31 | 12 | 0 | 2 | 16 | 9 | 0 | 0 | 0 | 2 | 0 | 98 |
| Departmental Support | 0 | 26 | 32 | 15 | 18 | 28 | 0 | 14 | 11 | 106 | 15 | 12 | 20 | 11 | 19 | 64 | 391 |
| MATS | 3 | 127 | 197 | 119 | 52 | 399 | 70 | 761 | 266 | 388 | 118 | 13 | 16 | 32 | 15 | 60 | 2,636 |
| Recharges | 0 | 0 | 0 | 0 | 0 | 0 | (420) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (420) |
| **Total Memorandum Items** | **3** | **156** | **243** | **140** | **74** | **458** | **(338)** | **798** | **723** | **687** | **142** | **401** | **519** | **640** | **36** | **124** | **4,806** |
| **Net Expenditure / (Income)** | **559** | **525** | **214** | **242** | **208** | **989** | **(1)** | **4,519** | **1,576** | **1,693** | **622** | **802** | **546** | **472** | **91** | **486** | **13,543** |

## Transport, Asset Management, and Inward Investment

### Objective Summary

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2021/22** | | | | | | **2022/23** | | |
|  | **Original** | | | **Probable Outturn** | | | **Budget** | | |
| **Portfolio Service**  Portfolio Sub-Service | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** | **Gross Expenditure** | **Total Income** | **Net Expenditure / (Income)** |
| **Car parks and all car parking matters** |  |  |  |  |  |  |  |  |  |
| Car Parking Management | 1,381 | (7,970) | (6,589) | 1,900 | (7,470) | (5,571) | 1,439 | (8,320) | (6,881) |
| Decriminalised Parking | 1,008 | (1,782) | (773) | 708 | (1,782) | (1,074) | 1,133 | (1,847) | (714) |
| **Highways** |  |  |  |  |  |  |  |  |  |
| Engineering (Bridges and Structures) | 51 | 0 | 51 | 51 | 0 | 51 | 51 | 0 | 51 |
| Highways Maintenance | 2,560 | (244) | 2,317 | 3,965 | (255) | 3,710 | 3,913 | (252) | 3,660 |
| Road Safety and School Crossing | 99 | 0 | 99 | 79 | 0 | 79 | 99 | 0 | 99 |
| Street signs and all signage (Highways) | 59 | 0 | 59 | 59 | 0 | 59 | 79 | 0 | 79 |
| **Passenger Transport / Vehicle Fleet** |  |  |  |  |  |  |  |  |  |
| Dial A Ride Service | 77 | 0 | 77 | 76 | 0 | 76 | 76 | 0 | 76 |
| Passenger Transport | 144 | (70) | 74 | 280 | (75) | 205 | 144 | (72) | 72 |
| Vehicle Fleet | 9 | 0 | 9 | 9 | 0 | 9 | 15 | 0 | 15 |
| **Property and Commercial** |  |  |  |  |  |  |  |  |  |
| Asset Management | 674 | (17) | 657 | 602 | (117) | 485 | 718 | (18) | 700 |
| Buildings Management | 2,064 | (113) | 1,951 | 2,064 | (113) | 1,951 | 2,084 | (117) | 1,967 |
| Corporate and Industrial Estates | 100 | (3,972) | (3,872) | 1,120 | (4,825) | (3,705) | 100 | (4,023) | (3,923) |
| Property Management and Maintenance | 472 | (119) | 352 | 552 | (119) | 432 | 562 | (124) | 439 |
| Tickfield Training Centre | 390 | (167) | 222 | 390 | (107) | 282 | 403 | (173) | 231 |
| **Transport (including Transport Policy and Licensing)** |  |  |  |  |  |  |  |  |  |
| Concessionary Fares | 3,140 | 0 | 3,140 | 3,140 | 0 | 3,140 | 2,940 | 0 | 2,940 |
| Traffic Management | 2,085 | 269 | 2,354 | 1,102 | 255 | 1,357 | 962 | (6) | 956 |
| Transport Management | 136 | 0 | 136 | 514 | (215) | 299 | 142 | 0 | 142 |
| Transport Planning | 734 | (624) | 109 | 944 | (650) | 294 | 1,194 | (854) | 340 |
| **Deputy Leader Total** | **15,183** | **(14,810)** | **373** | **17,554** | **(15,473)** | **2,080** | **16,054** | **(15,806)** | **248** |

### Subjective Summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23** |
|  | **Original £000s** | **Probable Outturn £000s** | **Budget £000s** |
| **Expenditure** |  |  |  |
| Employees | 4,505 | 4,886 | 5,284 |
| Premises | 3,395 | 3,911 | 3,368 |
| Transport | 147 | 145 | 145 |
| Supplies & Services | 1,208 | 2,230 | 1,328 |
| Third Party Payments | 5,928 | 6,381 | 5,928 |
| **Expenditure Total** | **15,183** | **17,554** | **16,054** |
|  |  |  |  |
| **Income** |  |  |  |
| Government Grants | 0 | (215) | 0 |
| Other Grants & Reimbursements | (69) | (169) | (279) |
| Fees & Charges | (10,745) | (10,241) | (11,481) |
| Rents | (3,974) | (4,827) | (4,025) |
| Other Internal Charges | (21) | (21) | (21) |
| **Income Total** | **(14,810)** | **(15,473)** | **(15,806)** |
|  |  |  |  |
| **Net Expenditure/(Income)** | **373** | **2,080** | **248** |
| **Memorandum Items** |  |  |  |
| Government Capital Grants | (772) | (772) | (5,765) |
| Depreciation | 11,304 | 11,304 | 9,958 |
| Accommodation Charges | 579 | 579 | 546 |
| Departmental Support | 302 | 302 | 333 |
| MATS | 2,104 | 2,104 | 2,550 |
| Recharges | (4,929) | (4,929) | (5,002) |
| **Memorandum Items Total** | **8,588** | **8,588** | **2,620** |
|  |  |  |  |
| **Total Cost Deputy Leader** | **8,961** | **10,668** | **2,868** |

### Detailed Budget

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Management** | **Buildings Management** | **Car Parking Management** | **Concessionary Fares** | **Corporate and Industrial Estates** | **Decriminalised Parking** | **Dial A Ride Service** | **Engineering (Bridges and Structures)** | **Highways Maintenance** | **Passenger Transport** | **Property Management and Maintenance** | **Road Safety and School Crossing** | **Street signs and all signage (Highways)** | **Tickfield Training Centre** | **Traffic Management** | **Transport Management** | **Transport Planning** | **Vehicle Fleet** | **Net Expenditure / (Income)** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employees | 651 | 380 | 58 | 0 | 0 | 122 | 0 | 0 | 1,222 | 0 | 543 | 2 | 0 | 221 | 783 | 140 | 1,163 | 0 | 5,284 |
| Premises | 1 | 1,612 | 1,050 | 0 | 85 | 2 | 0 | 0 | 394 | 111 | 2 | 0 | 0 | 108 | 2 | 0 | 0 | 1 | 3,368 |
| Transport | 3 | 2 | 2 | 0 | 0 | 0 | 76 | 0 | 28 | 0 | 6 | 6 | 0 | 0 | 1 | 0 | 12 | 9 | 145 |
| Supplies & Services | 64 | 90 | 101 | 68 | 13 | 125 | 0 | 0 | 566 | 1 | 12 | 21 | 0 | 75 | 166 | 1 | 19 | 5 | 1,328 |
| Third Party Payments | 0 | 0 | 228 | 2,872 | 2 | 884 | 0 | 51 | 1,702 | 31 | 0 | 70 | 79 | 0 | 10 | 0 | 0 | 0 | 5,928 |
| **Total Expenditure** | **718** | **2,084** | **1,439** | **2,940** | **100** | **1,133** | **76** | **51** | **3,913** | **144** | **562** | **99** | **79** | **403** | **962** | **142** | **1,194** | **15** | **16,054** |
| **Income** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Grants & Reimbursements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (279) | 0 | (279) |
| Fees & Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (21) | 0 | 0 | 0 | 0 | (21) |
| Rents | (18) | (117) | (8,319) | 0 | 0 | (1,847) | 0 | 0 | (252) | (72) | (124) | 0 | 0 | (151) | (6) | 0 | (575) | 0 | (11,481) |
| Other Internal Charges | 0 | 0 | (1) | 0 | (4,023) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (4,025) |
| **Total Income** | **(18)** | **(117)** | **(8,320)** | **0** | **(4,023)** | **(1,847)** | **0** | **0** | **(252)** | **(72)** | **(124)** | **0** | **0** | **(173)** | **(6)** | **0** | **(854)** | **0** | **(15,806)** |
| **Memorandum Items** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Capital Grants | 0 | 614 | 132 | 0 | 258 | 0 | 0 | 742 | 6,800 | 659 | 0 | 0 | 0 | 36 | 716 | 0 | 0 | 1 | 9,958 |
| Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (5,765) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (5,765) |
| Accommodation Charges | 16 | 0 | 0 | 0 | 362 | 12 | 0 | 0 | 26 | 0 | 42 | 10 | 0 | 0 | 12 | 8 | 58 | 0 | 546 |
| Departmental Support | 6 | 7 | 19 | 12 | 0 | 19 | 0 | 0 | 185 | 12 | 20 | 12 | 0 | 4 | 29 | 8 | 0 | 0 | 333 |
| MATS | 75 | 242 | 55 | 11 | 828 | 50 | 0 | 1 | 236 | 57 | 314 | 18 | 0 | 110 | 110 | 55 | 388 | 0 | 2,550 |
| Recharges | (789) | (2,825) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (799) | 0 | 0 | (377) | 0 | (212) | 0 | 0 | (5,002) |
| **Total Memorandum Items** | **(692)** | **(1,962)** | **206** | **23** | **1,448** | **81** | **0** | **743** | **1,482** | **728** | **(423)** | **40** | **0** | **(227)** | **867** | **(141)** | **446** | **1** | **2,620** |
| **Net Expenditure / (Income)** | **8** | **5** | **(6,675)** | **2,963** | **(2,475)** | **(633)** | **76** | **794** | **5,142** | **800** | **16** | **139** | **79** | **4** | **1,823** | **1** | **786** | **16** | **2,868** |

# Non-Portfolio Budgets

## Contingency

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Estimate for 2021/22** | | **Estimate 2022/23 £000s** |
| **Contingency Sums** | **Original £000s** | **Probable Outturn £000s** |
| General Contingency | 3,088 | 1,850 | 2,094 |
| General Inflation | 600 | 214 | 957 |
| **Net Expenditure** | **3,688** | **2,064** | **3,051** |

## Levies etc.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Estimate for 2021/22** | | **Estimate 2022/23 £000s** |
| **Levies** | **Original £000s** | **Probable Outturn £000s** |
| Kent & Essex Inshore Fisheries & Conservation Authority | 22 | 22 | 23 |
| Essex Local Flood Defences | 209 | 209 | 213 |
| Coroners Court | 414 | 410 | 444 |
| **Net Expenditure** | **645** | **641** | **680** |

## Financing Costs and Interest

## Housing Revenue Account (HRA)

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021/22** | | **2022/23 £000s** |
|  | **Original £000s** | **Revised £000s** |
| **Expenditure** |  |  |  |
| Employees | 206 | 206 | 206 |
| Premises (excluding repairs) | 798 | 787 | 787 |
| Repairs | 5,664 | 6,053 | 6,053 |
| Supplies & services | 141 | 141 | 141 |
| Management Fee | 6,336 | 6,336 | 6,648 |
| Internal Recharge to Service | 1,475 | 1,521 | 1,584 |
| Provision for bad debts | 455 | 455 | 455 |
| Depreciation\* | 6,729 | 7,993 | 8,393 |
| Interest & Debt Management Charges | 3,236 | 3,193 | 3,142 |
| **Total Expenditure** | **25,040** | **26,684** | **27,408** |
| **Income** |  |  |  |
| Fees and charges | (349) | (349) | (351) |
| Dwelling Rents | (26,436) | (26,924) | (27,821) |
| Other Rents | (1,487) | (1,487) | (1,535) |
| Other | (20) | (20) | (20) |
| Interest | (82) | (82) | (136) |
| Recharged to Capital | (727) | (761) | (584) |
| **Total Income** | **(29,101)** | **(29,623)** | **(30,447)** |
| **Net Operating Expenditure** | **(4,061)** | **(2,939)** | **(3,039)** |
| Revenue Contribution to Capital Outlay | 8,334 | 4,679 | 8,309 |
| Appropriation to Earmarked Reserves | (4,273) | (1,740) | (5,271) |
| **(Surplus) or Deficit in Year** | **0** | **0** | **0** |

# Capital Programme

## Summary of Capital Expenditure

### Summary by Portfolio

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Portfolio** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years**  **£000s** | **Total £000s** |
| Leader: Economic Recovery and Regeneration | 51,850 | 22,925 | 4,908 | 6,169 | 0 | **85,852** |
| Deputy Leader: Public Protection | 9,934 | 3,550 | 1,250 | 0 | 0 | **14,734** |
| Adult Social Care and Health Integration | 139 | 0 | 0 | 0 | 0 | **139** |
| Children and Learning | 1,744 | 831 | 262 | 0 | 0 | **2,837** |
| Communities and Housing | 9,778 | 7,657 | 7,124 | 0 | 0 | **24,559** |
| Corporate Services and Performance Development | 2,138 | 967 | 102 | 39 | 0 | **3,246** |
| Environment, Culture, Tourism and Planning | 780 | 235 | 166 | 0 | 0 | **1,181** |
| Transport, Asset Management, and Inward Investment | 22,714 | 6,315 | 6,021 | 4,600 | 4,600 | **44,250** |
| **Total** | **99,077** | **42,480** | **19,833** | **10,808** | **4,600** | **176,798** |

### Summary by Area of Investment

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Area of Investment** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years**  **£000s** | **Total £000s** |
| General Fund Housing | 1,017 | 843 | 500 | 2,919 | 0 | **5,279** |
| Council Housing Refurbishment | 9,778 | 7,657 | 7,124 | 0 | 0 | **24,559** |
| Council Housing New Build Programme | 9,394 | 2,721 | 233 | 0 | 0 | **12,348** |
| Council Housing Acquisitions Programme | 3,203 | 3,106 | 900 | 0 | 0 | **7,209** |
| Social Care | 203 | 0 | 0 | 0 | 0 | **203** |
| Schools | 1,680 | 831 | 262 | 0 | 0 | **2,773** |
| Enterprise and Regeneration | 7,228 | 0 | 0 | 0 | 0 | **7,228** |
| Enterprise and Regeneration - funded by the Levelling Up Fund | 16,808 | 6,755 | 25 | 0 | 0 | **23,588** |
| Enterprise and Regeneration - delivered by Porters Place Southend-on-Sea LLP | 12,700 | 9,500 | 3,250 | 3,250 | 0 | **28,700** |
| Enterprise and Regeneration - delivered by Kent County Council | 1,500 | 0 | 0 | 0 | 0 | **1,500** |
| Southend Pier | 6,300 | 3,550 | 1,250 | 0 | 0 | **11,100** |
| Culture and Tourism | 145 | 0 | 0 | 0 | 0 | **145** |
| Community Safety | 250 | 0 | 0 | 0 | 0 | **250** |
| Highways and Infrastructure | 19,936 | 4,295 | 4,000 | 4,000 | 4,000 | **36,231** |
| Works to Property | 6,337 | 2,020 | 2,021 | 600 | 600 | **11,578** |
| Energy Saving | 425 | 200 | 0 | 0 | 0 | **625** |
| ICT | 2,138 | 967 | 102 | 39 | 0 | **3,246** |
| S106/S38/CIL | 35 | 35 | 166 | 0 | 0 | **236** |
| **Total** | **99,077** | **42,480** | **19,833** | **10,808** | **4,600** | **176,798** |

### Summary of Capital Expenditure Funding

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Source of Funding** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years**  **£000s** | **Total £000s** |
| Borrowing | 39,466 | 15,405 | 10,546 | 7,850 | 4,600 | **77,867** |
| Capital Grants | 35,613 | 13,451 | 762 | 2,919 | 0 | **52,745** |
| Third Party Contributions, including Planning | 1,048 | 35 | 166 | 0 | 0 | **1,249** |
| Revenue Contribution | 418 | 105 | 102 | 39 | 0 | **664** |
| GF Capital Receipts | 157 | 0 | 0 | 0 | 0 | **157** |
| **General Fund** | **76,702** | **28,996** | **11,576** | **10,808** | **4,600** | **132,682** |
| Borrowing | 514 | 900 | 900 | 0 | 0 | **2,314** |
| Third Party Contributions | 1,107 | 0 | 0 | 0 | 0 | **1,107** |
| HRA Capital Receipts | 4,660 | 1,971 | 93 | 0 | 0 | **6,724** |
| HRA - Revenue Contribution | 8,445 | 3,784 | 140 | 0 | 0 | **12,369** |
| Major Repairs Reserve | 7,649 | 6,829 | 7,124 | 0 | 0 | **21,602** |
| **Housing Revenue Account (HRA)** | **22,375** | **13,484** | **8,257** | **0** | **0** | **44,116** |
| **Total Funding** | **99,077** | **42,480** | **19,833** | **10,808** | **4,600** | **176,798** |

### Schemes Subject to Viable Business Case

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Schemes Subject to Viable Business Case** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years**  **£000s** | **Total £000s** |
| Footways Improvements | 0 | 4,000 | 4,000 | 4,000 | 4,000 | **16,000** |
| Carriageways Improvements | 0 | 2,000 | 2,000 | 2,000 | 2,000 | **8,000** |
| Southend Pier - Condition Works | 0 | 0 | 0 | 1,250 | 1,250 | **2,500** |
| Coastal Defence Refurbishment Programme | 500 | 500 | 500 | 500 | 500 | **2,500** |
| Schools - Condition Works | 0 | 0 | 500 | 500 | 500 | **1,500** |
| Property Refurbishment Programme | 0 | 0 | 0 | 750 | 750 | **1,500** |
| Fire Improvement Works | 0 | 0 | 0 | 750 | 750 | **1,500** |
| HRA Affordable Housing Acquisitions Programme | 0 | 0 | 1,500 | 1,500 | 1,500 | **4,500** |
| HRA Future Investment Programme | 0 | 0 | 0 | 6,160 | 6,160 | **12,320** |
| HRA Right to Buy - Buybacks Refurbishment | 325 | 325 | 325 | 325 | 325 | **1,625** |
| Tree Planting | Will be profiled across the years as and when viable business cases are agreed | | | | | **0** |
| Better Queensway - Additional Affordable Housing | **10,000** |
| Better Queensway Housing and Commercial Property acquisitions | **19,925** |
| Regeneration Pipeline Schemes | **0** |
| Strategic and Regeneration Acquisitions | **10,380** |
| Private Sector Housing Strategy | **785** |
| ICT - Smart Council | **0** |
| Coastal Defence | **0** |
| Cliffs Stabilisation | **0** |
| Shoebury Health Centre | **0** |
| East Beach Masterplan | **0** |
| Town Centre and Seafront Security Works | **0** |
| Civic Centre Campus Masterplan | **2,000** |
| Cliffs Pavilion Refurbishment and Remodelling | **0** |
| Seafront Illuminations | **0** |
| Reimagination of the Town Centre | **0** |
| Museums and Galleries | **0** |
| Seaway Leisure | **10,000** |
| Schools and Council Buildings Solar PV | **346** |
| Solar PV Projects | **936** |
| School Improvement and Provision of School Places | **400** |
| **Total Schemes Subject to Viable Business Cases (plus investment yet to be costed):** | | | | | | **106,717** |

## Leader: Economic Recovery and Regeneration

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Scheme** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years £000s** | **Total £000s** |
| Disabled Facilities Grant | 500 | 500 | 500 | 2,919 | 0 | 4,419 |
| Private Sector Housing Strategy - Empty Homes | 417 | 343 | 0 | 0 | 0 | 760 |
| Housing and Development Pipeline Feasibility - GF | 100 | 0 | 0 | 0 | 0 | 100 |
| **Total General Fund Housing** | **1,017** | **843** | **500** | **2,919** | **0** | **5,279** |
| Council Affordable Housing Development (Phase 3) - Shoebury | 6,049 | 1,375 | 150 | 0 | 0 | 7,574 |
| Council Affordable Housing Development (Phase 4) - St Laurence | 1,421 | 1,346 | 83 | 0 | 0 | 2,850 |
| Council Affordable Housing Development (MMC) - West Shoebury | 832 | 0 | 0 | 0 | 0 | 832 |
| Housing Construction Scheme - Phase 5/6 feasibility (S106) | 4 | 0 | 0 | 0 | 0 | 4 |
| Housing Construction Scheme - Land Assembly Fund (S106) | 1,088 | 0 | 0 | 0 | 0 | 1,088 |
| **Total Council Housing New Build Programme** | **9,394** | **2,721** | **233** | **0** | **0** | **12,348** |
| HRA Affordable Housing Acquisitions Programme | 2,500 | 2,206 | 0 | 0 | 0 | 4,706 |
| Housing and Development Pipeline Feasibility - HRA | 189 | 0 | 0 | 0 | 0 | 189 |
| Acquisition of tower block leaseholds - Queensway | 514 | 900 | 900 | 0 | 0 | 2,314 |
| **Total Council Housing Acquisitions Programme** | **3,203** | **3,106** | **900** | **0** | **0** | **7,209** |
| Airport Business Park (including Local Growth Fund) | 5,300 | 0 | 0 | 0 | 0 | 5,300 |
| Better Queensway - Programme Management | 1,140 | 0 | 0 | 0 | 0 | 1,140 |
| Housing Infrastructure Feasibility | 248 | 0 | 0 | 0 | 0 | 248 |
| Victoria Centre | 540 | 0 | 0 | 0 | 0 | 540 |
| **Total Enterprise and Regeneration** | **7,228** | **0** | **0** | **0** | **0** | **7,228** |
| Better Queensway - Loan to Joint Venture | 2,000 | 2,500 | 3,250 | 3,250 | 0 | 11,000 |
| Housing Infrastructure Funding | 7,000 | 7,000 | 0 | 0 | 0 | 14,000 |
| Better Queensway Energy Centre | 3,700 | 0 | 0 | 0 | 0 | 3,700 |
| **Total Enterprise and Regeneration - delivered by Porters Place Southend-on-Sea LLP** | **12,700** | **9,500** | **3,250** | **3,250** | **0** | **28,700** |
| No Use Empty - Growing Places Fund | 1,000 | 0 | 0 | 0 | 0 | 1,000 |
| No Use Empty - Getting Building Fund | 500 | 0 | 0 | 0 | 0 | 500 |
| **Total Enterprise and Regeneration - delivered by Kent County Council** | **1,500** | **0** | **0** | **0** | **0** | **1,500** |
| Leigh Port Detailed Design | 8,940 | 5,980 | 0 | 0 | 0 | 14,920 |
| Cliffs Pavilion | 7,178 | 775 | 25 | 0 | 0 | 7,978 |
| City Beach | 690 | 0 | 0 | 0 | 0 | 690 |
| **Total Enterprise and Regeneration - funded by the Levelling up Fund** | **16,808** | **6,755** | **25** | **0** | **0** | **23,588** |
| **Total Capital Investment Schemes** | **51,850** | **22,925** | **4,908** | **6,169** | **0** | **85,852** |

## Deputy Leader: Public Protection

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Scheme** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years £000s** | **Total £000s** |
| CCTV Equipment Renewal | 250 | 0 | 0 | 0 | 0 | **250** |
| **Total Community Safety** | **250** | **0** | **0** | **0** | **0** | **250** |
| Crematorium Refurbishment | 2,685 | 0 | 0 | 0 | 0 | **2,685** |
| **Total Works to Property** | **2,685** | **0** | **0** | **0** | **0** | **2,685** |
| Southend Pier - Condition Works | 1,250 | 1,250 | 1,250 | 0 | 0 | **3,750** |
| Southend Pier - Pier Head Development (Phase 1) | 1,100 | 0 | 0 | 0 | 0 | **1,100** |
| Southend Pier - Prince George Extension (Phase Two) | 1,608 | 0 | 0 | 0 | 0 | **1,608** |
| Southend Pier - Timber Outer Pier Head | 2,342 | 2,300 | 0 | 0 | 0 | **4,642** |
| **Total Southend Pier** | **6,300** | **3,550** | **1,250** | **0** | **0** | **11,100** |
| Public Toilet Provision | 699 | 0 | 0 | 0 | 0 | **699** |
| **Total Works to Property** | **699** | **0** | **0** | **0** | **0** | **699** |
| **Total Capital Investment Schemes** | **9,934** | **3,550** | **1,250** | **0** | **0** | **14,734** |

## Adult Social Care and Health Integration

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Scheme** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years £000s** | **Total £000s** |
| Transforming Care Housing | 139 | 0 | 0 | 0 | 0 | **139** |
| **Total Adults Social Care** | **139** | **0** | **0** | **0** | **0** | **139** |
| **Total Capital Investment Schemes** | **139** | **0** | **0** | **0** | **0** | **139** |

## Children and Learning

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Scheme** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years £000s** | **Total £000s** |
| AHDC Short Breaks for Disabled Children | 64 | 0 | 0 | 0 | 0 | **64** |
| **Total Children’s Social Care** | **64** | **0** | **0** | **0** | **0** | **64** |
| Eastwood Primary Boiler | 140 | 0 | 0 | 0 | 0 | **140** |
| Future Condition Works | 340 | 0 | 0 | 0 | 0 | **340** |
| Leigh Primary - Window Replacement (including radiators) | 100 | 0 | 0 | 0 | 0 | **100** |
| Devolved Formula Capital | 100 | 0 | 0 | 0 | 0 | **100** |
| High Needs Provision | 531 | 531 | 0 | 0 | 0 | **1,062** |
| Special Provision Capital Fund | 469 | 300 | 262 | 0 | 0 | **1,031** |
| **Total Schools** | **1,680** | **831** | **262** | **0** | **0** | **2,773** |
| **Total Capital Investment Schemes** | **1,744** | **831** | **262** | **0** | **0** | **2,837** |

## Communities and Housing

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Scheme** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years £000s** | **Total £000s** |
| Bathroom Refurbishment | 106 | 96 | 105 | 0 | 0 | **307** |
| Central Heating | 220 | 109 | 93 | 0 | 0 | **422** |
| Common Areas Improvement | 1,827 | 1,587 | 1,587 | 0 | 0 | **5,001** |
| Environmental - H&S works | 1,308 | 1,133 | 1,134 | 0 | 0 | **3,575** |
| Kitchen Refurbishments | 986 | 616 | 972 | 0 | 0 | **2,574** |
| Rewiring | 293 | 380 | 404 | 0 | 0 | **1,077** |
| Roofs | 978 | 1,074 | 1,040 | 0 | 0 | **3,092** |
| Windows and Doors | 1,161 | 1,064 | 1,013 | 0 | 0 | **3,238** |
| HRA - SBC Buybacks Refurbishment | 8 | 0 | 0 | 0 | 0 | **8** |
| Sprinkler System Installation Pilot | 104 | 0 | 0 | 0 | 0 | **104** |
| HRA Disabled Adaptations - Major Adaptations | 770 | 770 | 776 | 0 | 0 | **2,316** |
| Sheltered Housing DDA works | 345 | 0 | 0 | 0 | 0 | **345** |
| Balmoral Estate Improvement and Structural Works | 1,582 | 828 | 0 | 0 | 0 | **2,410** |
| Energy Efficiency Measures | 90 | 0 | 0 | 0 | 0 | **90** |
| **Total Council Housing Refurbishment** | **9,778** | **7,657** | **7,124** | **0** | **0** | **24,559** |
| **Total Capital Investment Schemes** | **9,778** | **7,657** | **7,124** | **0** | **0** | **24,559** |

## Corporate Services and Performance Delivery

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Scheme** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years £000s** | **Total £000s** |
| N3 Connectivity in Civic Building | 0 | 0 | 0 | 39 | 0 | **39** |
| ICT - Technology Device Refresh | 220 | 0 | 0 | 0 | 0 | **220** |
| ICT - Digital Enablement | 90 | 0 | 0 | 0 | 0 | **90** |
| ICT - Security and Resiliency | 1330 | 0 | 0 | 0 | 0 | **130** |
| ICT - Stabilise the Estate | 42 | 0 | 0 | 0 | 0 | **42** |
| ICT - Core Application and Database Migration | 150 | 0 | 0 | 0 | 0 | **150** |
| ICT – Childrens and Adults Social Care - Implementation of ContrOCC modules | 0 | 105 | 102 | 0 | 0 | **207** |
| ICT - Operational Requirements | 1,492 | 862 | 0 | 0 | 0 | **2,354** |
| Business World Bank Reconciliation Module Improvements | 4 | 0 | 0 | 0 | 0 | **4** |
| Software Licencing | 10 | 0 | 0 | 0 | 0 | **10** |
| **Total ICT** | **9,778** | **7,657** | **7,124** | **0** | **0** | **24,559** |
| **Total Capital Investment Schemes** | **9,778** | **7,657** | **7,124** | **0** | **0** | **24,559** |

## Environment, Culture, Tourism and Planning

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Scheme** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years £000s** | **Total £000s** |
| Chalkwell Park and Priory Park Tennis Courts | 13 | 0 | 0 | 0 | 0 | **13** |
| Cart and Wagon Shed | 132 | 0 | 0 | 0 | 0 | **132** |
| **Total Parks** | **145** | **0** | **0** | **0** | **0** | **145** |
| Groyne Field Refurbishment Programme | 175 | 0 | 0 | 0 | 0 | **175** |
| **Total Sea Defences** | **175** | **0** | **0** | **0** | **0** | **175** |
| Energy Efficiency Projects | 369 | 200 | 0 | 0 | 0 | **569** |
| Real Time Air Quality Measurement – Feasibility | 56 | 0 | 0 | 0 | 0 | **56** |
| **Total Local Energy Saving** | **425** | **200** | **0** | **0** | **0** | **625** |
| S106 Ajax Works 0300130ful - landscaping maintenance | 1 | 1 | 2 | 0 | 0 | **4** |
| S106 Lifstan Way 0000273 Out - Open Space Maintenance | 4 | 4 | 62 | 0 | 0 | **70** |
| S106 North Shoebury Road 0301504out - Shoebury Park Maintenance | 30 | 30 | 102 | 0 | 0 | **162** |
| **Total S106/S38/CIL** | **35** | **35** | **166** | **0** | **0** | **236** |
| **Total Capital Investment Schemes** | **780** | **235** | **166** | **0** | **0** | **1,181** |

## Transport, Asset Management, and Inward Investment

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Scheme** | **2022/23 £000s** | **2023/24 £000s** | **2024/25 £000s** | **2025/26 £000s** | **2026/27 and future years £000s** | **Total £000s** |
| Footways Improvements | 6,500 | 2,500 | 2,500 | 2,500 | 2,500 | **16,500** |
| Carriageways Improvements | 3,500 | 1,500 | 1,500 | 1,500 | 1,500 | **9,500** |
| Junction Protection | 458 | 0 | 0 | 0 | 0 | **458** |
| Zebra Crossing Surfacing Replacement | 231 | 0 | 0 | 0 | 0 | **231** |
| Improve Footway Condition Around Highway Trees | 150 | 0 | 0 | 0 | 0 | **150** |
| Street Lighting Infills | 125 | 0 | 0 | 0 | 0 | **125** |
| DfT - Belton Way East Cliff Slip | 2,950 | 0 | 0 | 0 | 0 | **2,950** |
| Bridge Strengthening - Challenge Fund | 899 | 0 | 0 | 0 | 0 | **899** |
| DfT - Active Travel - Tranche 2 | 692 | 0 | 0 | 0 | 0 | **692** |
| Traffic Signs Upgrade | 350 | 100 | 0 | 0 | 0 | **450** |
| Vehicle Restraint Replacement | 20 | 0 | 0 | 0 | 0 | **20** |
| Car Park Improvements | 259 | 100 | 0 | 0 | 0 | **359** |
| Car Park Resurfacing | 283 | 0 | 0 | 0 | 0 | **283** |
| Parking Signage Replacement | 100 | 0 | 0 | 0 | 0 | **100** |
| East Beach Car Park - Phase 1 | 355 | 0 | 0 | 0 | 0 | **355** |
| LTP (Integrated Transport block) – Bridge Strengthening | 150 | 0 | 0 | 0 | 0 | **150** |
| LTP (Integrated Transport block) – Better Sustainable Transport | 350 | 0 | 0 | 0 | 0 | **350** |
| LTP (Integrated Transport block) – Traffic Management Schemes | 424 | 0 | 0 | 0 | 0 | **424** |
| LTP (Integrated Transport block) - Traffic Control Systems | 50 | 0 | 0 | 0 | 0 | **50** |
| A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works) | 679 | 0 | 0 | 0 | 0 | **679** |
| Local Growth Fund - Southend Town Centre Interventions | 896 | 0 | 0 | 0 | 0 | **896** |
| Southend Transport Model | 340 | 95 | 0 | 0 | 0 | **435** |
| **Total Highways and Infrastructure** | **19,761** | **4,295** | **4,000** | **4,000** | **4,000** | **36,056** |
| 62 Avenue Road | 39 | 0 | 0 | 0 | 0 | **39** |
| Aviation Way Car Park | 384 | 0 | 0 | 0 | 0 | **384** |
| Civic Campus - Efficient Use of Space | 190 | 0 | 0 | 0 | 0 | **190** |
| Clearance and Fencing - Land off Sutton Road | 2 | 0 | 0 | 0 | 0 | **2** |
| Seaways - HCA Condition Funding | 170 | 0 | 0 | 0 | 0 | **170** |
| SMAC Eastern Esplanade Slipway | 27 | 0 | 0 | 0 | 0 | **27** |
| Fire Improvement Works | 820 | 820 | 821 | 0 | 0 | **2,461** |
| Property Refurbishment Programme | 721 | 600 | 600 | 0 | 0 | **1,921** |
| Priority Works | 600 | 600 | 600 | 600 | 600 | **3,000** |
| **Total Works to Property** | **2,953** | **2,020** | **2,021** | **600** | **600** | **8,194** |
| **Total Capital Investment Schemes** | **22,714** | **6,315** | **6,021** | **4,600** | **4,600** | **44,250** |

# Glossary

|  |  |
| --- | --- |
| **FTEs** | Full time equivalent - the number of employees is expressed as the equivalent number of posts not the number of people. |
| **Objective Summary** | The objective summary for each portfolio shows net expenditure classified by service. |
| **Subjective Summary** | The subjective summary for each portfolio shows expenditure and income classified by type rather than by service. The standard headings are as follows: - |
| ***Employees*** | *Salaries, national insurance, and pension costs for employees of the City Council as well as other employee related expenses such as agency staff payments, interview expenses, training, and relocation.* |
| ***Premises*** | *Expenses directly related to land and buildings.* |
| ***Transport*** | *Expenses associated with the provision, hire or use of transport.* |
| ***Supplies and Services*** | *All direct supplies and service expenses to the City Council including equipment, printing, stationery, and procurement.* |
| ***Transfer Payments*** | *Payments to individuals for which no goods and services are received in return by the City Council. This heading includes housing and council tax benefit.* |
| ***Third Party Payments*** | *Payments to external providers in return for the provision of a service. This includes contractors (but not capital work) and consultants.* |
| **MATS (Managerial & Technical, Accommodation & Departmental Support)** | The charges made by support units within the City Council to front line services. They include charges for directorate departmental support as well as central support services such as finance, legal, IT, human resources, and property. |
| **Depreciation etc** | The revenue charges arising from capital assets held by the Council, mainly comprising depreciation. Certain non-value adding capital (Revenue Expenditure Funding from Capital Under Statute - REFCUS) is also charged here. |
| **Government Grants** | Specific grants received from Government. |
| **Other Grants and Reimbursements** | Grants and contributions towards a specific project received from bodies and partners other than Central Government. |
| **Sales** | Sales of goods and services. |
| **Fees and Charges** | Charges for the use of Council services such as swimming pools and car parking. |
| **Rents** | Income received from the renting out or letting of Council property. |
| **Interest** | Interest earned on cash balances. |
| **Government Capital Grants** | Government Grants received specifically to fund capital expenditure. Where the expenditure is taken to the revenue account (see depreciation above) any associated grant also gets applied to the revenue account. |
| **Other** | Income which does not fall within the description of other headings and is not significant enough to warrant a separate description. |
| **Recharges** | The value of costs recharged by departmental and corporate support units to front line services. |

# Contacts

## Portfolio Holders

The Council has a 'Cabinet and Scrutiny' system. The Cabinet is made up of seven Councillors, who each have the responsibility for different areas of the Council's work called 'Portfolios'.

Cabinet Members as at 1st April 2022 are listed below.

|  |  |  |
| --- | --- | --- |
| **Portfolio** | **Cabinet Member** | **Substitute**  **(from amongst Cabinet)** |
| Leader: Economic Recovery & Regeneration | Ian Gilbert | Martin Terry |
| Deputy Leader: Public Protection | Martin Terry | Ian Gilbert |
| Adult Social Care & Health Integration | Cheryl Nevin | Steven Wakefield |
| Children and Learning | Laurie Burton | Anne Jones |
| Communities & Housing | Anne Jones | Laurie Burton |
| Corporate Services & Performance Delivery | Paul Collins | Carole Mulroney |
| Environment, Culture, Tourism & Planning | Carole Mulroney | Paul Collins |
| Transport, Asset Management & Inward Investment | Steven Wakefield | Cheryl Nevin |

## Officers

If you would like further details on the information included in this publication, then you can contact one of the following Council officers.

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Role** | **Budget Areas** | **Email** |
| Paul Grout | Senior Finance Business Partner Children, Education, & Public Health | Children and Learning  Better Start, Early Years, Children's Centres, Nurseries and Childcare  Public Health | [paulgrout@southend.gov.uk](mailto:paulgrout@southend.gov.uk) |
| Gary Perry-Ambrose | Senior Finance Business Partner Environment, Neighbourhoods, Growth & Housing | Regeneration and Business Growth  Car Parks, Highways and Transport  Environment  Planning Policy and Planning Control  Public Protection (excluding Registration Services)  Housing (including HRA) | [garyperry-ambrose@southend.gov.uk](mailto:garyperry-ambrose@southend.gov.uk) |
| Elizabeth Helm | Senior Finance Business Partner Adult Social Care, Communities & Culture | Adult Social Care and Health Integration  Community Cohesion and Community Assets  Culture & Tourism | [elizabethhelm@southend.gov.uk](mailto:elizabethhelm@southend.gov.uk) |
| Elizabeth Anslow | Finance Development Manager | Civic Affairs, Corporate Planning & Strategic Direction  Passenger Transport/Vehicle Fleet  Property and Commercial  Corporate Services & Performance Delivery  Registration Services  Contingency | [elizabethanslow@southend.gov.uk](mailto:elizabethanslow@southend.gov.uk) |
| Caroline Fozzard | Senior Finance Lead: Strategy, Sustainability and Governance | Levies  Financing Costs  Capital Programme | [carolinefozzard@southend.gov.uk](mailto:carolinefozzard@southend.gov.uk) |
| Pete Bates | Director of Financial Services | Medium Term Financial Plan and Budget Strategy | [petebates@southend.gov.uk](mailto:petebates@southend.gov.uk) |