



## **Resourcing Better Outcomes**

**1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021**

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## **Prioritising Resources to Deliver Better Outcomes 2020/21**

The financial landscape and operating environment for public services generally and for local government in particular remains challenging and uncertain. Local Authorities have been provided with an initial indicative financial settlement for 2020/21 only. No information is currently available for future years. Part of our strategic response to this challenge was to develop a new Financial Sustainability Strategy to outline, at a high level, our ambition, approach, desire and commitment to ensure that Southend-on-Sea Borough Council remains financially stable and resilient for the future.

This approach is important to assess, understand and take responsibility for our financial future. It will also enable us to be more proactive in the delivery of our agreed Southend 2050 ambition, resource key priorities 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 Borough's economic potential, growing our local tax bases and by increasing our income generating and commercial capabilities.

Overall, the main Revenue Support Grant from Central Government now provides only £6.050 million (4.6%) of support to our net budget of £130.428 million. Most of the Council's funding is derived from Council Tax £84.347 million (64.7%) and our retained share of business rates plus top-up grant £38.032 million (29.2%). In addition to these the Council has used collection fund reserves of £2.000 million (1.5%) to produce a balanced budget for 2020/21.

The final budget for 2020/21 that was approved by Council on 20<sup>th</sup> February 2020 agreed the following:

- A General Fund revenue budget of £130.428 million
- New and re-prioritisation of investment totalling £5.355 million
- One-off additional investment in services of £0.565 million, in addition to the £1.330 million approved for 2020/21 in previous years
- A 3.99% increase in the Council Tax level for 2020/21, being a 1.99% general rise and a 2.0% rise on the Adult Social Care precept
- An ambitious capital investment programme of £204.816 million over the period 2020/21 to 2024/25
- 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 £23.2 million for the period 2020/21 to 2024/25.

The full detail of the agreed budget for 2020/21 is set out in the following pages.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Summary of General Fund Revenue Estimates**

	<b>Original Estimate 2019/20</b>	<b>Probable Outturn 2019/20</b>	<b>Original Estimate 2020/21</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Portfolios</b>			
Leader: Housing, ICT, Revenues & Benefits	15,761	16,193	16,878
Deputy Leader: Assets, Highways and Transport	2,852	5,820	4,954
Business, Culture and Tourism	4,639	5,027	4,841
Children and Learning	27,048	33,996	30,612
Community Safety and Customer Contact	2,159	2,331	2,385
Environment and Planning	20,090	19,558	19,871
Health and Adult Social Care	36,603	38,010	38,908
<b>Portfolio Net Expenditure</b>	<b>109,152</b>	<b>120,935</b>	<b>118,449</b>
Levies	643	613	645
Contingency	5,110	3,097	3,217
Childrens Social Care Contingency	0	0	3,000
Pensions Triennial Review	(3,733)	(3,733)	2,350
Financing Costs	11,545	11,760	17,534
<b>Total Net Expenditure</b>	<b>122,717</b>	<b>132,672</b>	<b>145,195</b>
Contribution to / (from) earmarked reserves	1,413	(3,568)	(8,522)
Revenue Contribution to Capital	5,376	5,638	363
Non Service Specific Grants	(3,859)	(3,859)	(6,607)
<b>Total Budget Requirement</b>	<b>125,647</b>	<b>130,883</b>	<b>130,429</b>
<b>Met from:</b>			
Revenue Support Grant	(5,925)	(5,925)	(6,049)
Retained Business Rates	(24,130)	(26,130)	(25,481)
Business Rates Top Up Grant	(12,337)	(12,266)	(12,551)
Collection Fund Surplus	(2,500)	(2,500)	(2,000)
<b>Council Tax Requirement</b>	<b>80,755</b>	<b>84,062</b>	<b>84,348</b>
Council Tax	(75,022)	(75,022)	(76,967)
Adult Social Care Precept	(5,733)	(5,733)	(7,381)
	<b>(80,755)</b>	<b>(80,755)</b>	<b>(84,348)</b>

The probable outturn is as reported to Cabinet on 16th January 2020 Item 23 "Corporate Budget Performance - Period 8." The anticipated overspend on the 2019/20 General Fund budget will be met by a combination of using contingency and reserves if required.

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

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General Fund Year Ending 31 March 2021

**Subjective Summary**

	Estimate for 2019/20		Estimate 2020/21
	Original	Probable Outturn	
	£000s	£000s	£000s
<b>Expenditure</b>			
Employees	71,238	75,168	75,765
Premises	5,187	6,058	5,641
Transport	2,123	2,691	3,274
Supplies & Services	45,149	44,814	44,632
Third Party Payments	91,348	95,699	95,334
Transfer Payments	100,434	100,418	92,447
Capital Finance Charges	12,955	13,278	19,374
<b>Expenditure Total</b>	<b>328,434</b>	<b>338,126</b>	<b>336,467</b>
<b>Income</b>			
Government Grants	(140,559)	(140,103)	(137,824)
Other Grants & Reimbursements	(25,080)	(25,610)	(21,938)
Sales	(225)	(345)	(290)
Fees & Charges	(33,813)	(33,229)	(33,410)
Rents	(3,781)	(3,799)	(3,930)
Interest	(1,210)	(1,318)	(1,640)
Recharges to Housing Revenue Account	(1,175)	(1,176)	(1,197)
<b>Income Total</b>	<b>(205,843)</b>	<b>(205,580)</b>	<b>(200,229)</b>
<b>Net Expenditure</b>	<b>122,591</b>	<b>132,546</b>	<b>136,238</b>
Contribution to / (from) earmarked reserves etc	(2,320)	(7,301)	(6,172)
Revenue Contributions to Capital	5,376	5,638	363
Contribution to / (from) general reserve	0	0	0
<b>Budget Requirement</b>	<b>125,647</b>	<b>130,883</b>	<b>130,429</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Summary of Proposed Investment**

Theme	Proposed Investment (£)
Pride and Joy	200,000
Safe and Well	5,810,000
Opportunity and Prosperity	(75,000)
Connected and Smart	1,200,000
Enabling	(1,780,000)
<b>Total *</b>	<b>5,355,000</b>

\* £575,000 will be funded by the prioritised iBCF Allocation for 2020/21 and £35,000 will be funded from Public Health Grant.

**Proposed Investment by Theme**

Theme	Ref.	Description of Initiatives	Total (£)
	PJ1	<p><b>Tree &amp; Shrub Planting/Maintenance</b> As a result of works identified under the inspection programme there is a need to enhance the resources required for the maintenance of our current tree and shrub provision. New strategic planting of 1,000 trees and 2,500 shrubs across the Borough will also require further maintenance costs, as agreed at Cabinet in September 2019. This investment will support and enhance our green infrastructure.</p>	200,000
<b>Pride and Joy Total</b>			<b>200,000</b>
	SW1	<p><b>External Care Provision</b> In order to meet the needs of vulnerable children the Council is currently having to place more reliance on external care provision. Due to current market conditions the cost of this provision is continually increasing. The current number of ongoing external care placements as at November 2019 is 87 (at a current average cost per child of £2,150 per week across both residential and external foster care) compared to 54 children at the end of March 2019. This investment recognises that this request does not cover the whole budget pressure currently faced in this area. The long-term strategy remains, to place children in care, within the Council's own local in house foster provision or a local children's care home whenever possible.</p>	2,375,000

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Theme	Ref.	Description of Initiatives	Total (£)
	SW2	<p><b>In house foster carers</b> Children thrive best in our local in-house foster care provision. Increasing capacity will place less reliance on more costly private external care provision. This investment is to support a full years funding for 16 additional in-house foster carers. At an average of £25,000 per annum per placement in-house compared to a £50,000 average per annum external foster care placement.</p>	400,000
	SW3	<p><b>Newly Qualified Social Workers</b> We have been very effective in recruiting Newly Qualified Social Workers in order to keep Children's Social Care caseloads at reasonable levels. This reduces reliance on the use of agency staff and associated recruitment fees. This investment is to increase the Newly Qualified Social Care workforce academy to 10 fully funded posts (currently five in 2019/20). This will contribute towards developing a permanent and sustainable workforce.</p>	210,000
	SW4	<p><b>Field work services</b> Due to the increase in caseloads Children's Social Care teams within field work services are consistently fully staffed whether through permanently employed staff or via agency cover. It is making it impossible for the current budgeted vacancy factor to be achieved and this investment will remove it, recognising that the Council always supports a fully funded Children Social Care workforce establishment.</p>	115,000
	SW5	<p><b>Vulnerable Children</b> Children's Social Care teams are also experiencing an increase in the need to support vulnerable families who require temporary accommodation support. These families are assessed in accordance with national and council policy, that if asylum seeking families have no access to central government funds, any child protection issues remain the responsibility of the local authorities where that family is seeking accommodation. This investment increases the budget to support these families.</p>	100,000
	SW6	<p><b>Children's Social Care legal costs</b> The current staffing resource in the Legal team is insufficient to keep pace with the escalating number of childcare cases. This means that it has been necessary to commission additional external legal support to manage the increasing demand.</p>	200,000

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Theme	Ref.	Description of Initiatives	Total (£)
	SW7	<p><b>Living Wage for Adult Service Providers</b> This additional investment is to cover the forthcoming increase of the national living wage in April 2020. The increase in wage costs for care providers will have an impact on the amount we pay for care.</p>	1,095,000
	SW8	<p><b>Children to Adults transition</b> This funding is for the transition costs of supporting individuals with a learning disability who will reach the age of 18 and meet the eligibility criteria for adult social care interventions. The support will consider the person's skills and ambitions and contribute to positive outcomes in their future lives.</p>	350,000
	SW9	<p><b>Older People demographics</b> This will help us to meet the care needs of our growing older population. It will fund our Southend residents who either remain in their own homes with a domiciliary care package or direct payment. Those with more complex needs and who cannot be cared for in their own homes will be placed in suitable residential care.</p>	480,000
	SW10	<p><b>Equipment Services</b> Most people want to remain in their home rather than move to a different setting. Some specific equipment is required to support those people with more complex needs to continue to remain in their own homes. This has created a pressure on the Equipment Service budget. Allowing people to be cared for in their own homes wherever possible reduces their social isolation and increases their quality of life. The equipment provided includes walking frames, commodes, reclining chairs and beds. This approach also aligns with Care Act requirements to ensure consideration of an individual's wellbeing and prevent, reduce or delay the need for more costly interventions.</p>	250,000

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Theme	Ref.	Description of Initiatives	Total (£)
	SW11	<p><b>Green City Aspirations</b> To help realise our green city ambitions, specialist planning expertise is required, particularly around air quality requirements. It is a legal requirement for the Council to have an Air Quality Action Plan and this strengthens the links to both Public Health and Highways to ensure that preventative measures are in place to improve our local air quality. This investment will fund a permanent position of an Air Quality Specialist and Planning Support Officer. These roles will enable reviews of all planning applications for health considerations to assess any potential issues ranging from noise complaints to contaminated land. This work will also reduce the probability of future enforcement.</p>	120,000
	SW12	<p><b>Public Health Act Funeral Arrangements</b> There were 59 Public Health Act funerals in 2018/19 at an average cost of £1,000. All Public Health Act funerals from April 2019 are the responsibility of the Council, this investment will bring the budget up to a more realistic level to undertake this statutory duty.</p>	25,000
	SW13	<p><b>Liquid Logic Support Team</b> To support the development and administration of the new system but also to maximise the potential benefits of the new capabilities and secure greater value for money. Improving the functionality of the system will lead to the release of further efficiencies from improved productivity and better outcomes for clients from within both Adults and Children's Services.</p>	155,000
	SW14	<p><b>Complex Needs Provision</b> This will provide circa 32 hours additional hours per week to enhance the current operating model at the facility, minimise complaints from neighbours and ensure the safety of staff members who are dealing with some very challenging clients. Currently funded by Public Health grant. Acquiring an additional suitable property is also being pursued via the capital investment programme to expand and extend local provision. Funding for running this new facility will initially come from the use of 'one-off' investment from reserves while potential other opportunities are explored.</p>	35,000

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Theme	Ref.	Description of Initiatives	Total (£)
	SW15	<p><b>Southend Care</b> Saving on the existing block contract through the Company's efficient service delivery model as former Council staff who TUPE'd over to the Care Company are replaced through natural turnover by staff appointed on Southend Care's own terms and conditions. This saving has previously been declared as part of the contribution towards the financing costs of the Priory New build facility.</p>	(£100,000)
<b>Safe and Well Total</b>			<b>5,810,000</b>
	OP1	<p><b>Library Review</b> It was identified from the libraries peer review that there was a need to provide investment to address several items. Additional staffing costs at peak times to keep libraries open, a revision in the level of income targets and a recognition of an increase in cleaning costs. This change will adjust the budget accordingly to an appropriate level.</p>	100,000
	OP2	<p><b>Income Generation – Registration Service</b> The statutory fee for birth, death and marriage certificates has increased from £4 to £11. The number of certificates issued will be closely monitored to assess the reasonableness of this increased income target, but this change will result in additional income.</p>	(75,000)
	OP3	<p><b>Asset Management Income</b> Additional rent and lease income will be achieved due to the planned annual reviews for a range of tenants in Council owned properties and assets. There will also be additional rent from Friars Nursery and new properties at Brunel Road.</p>	(100,000)
<b>Opportunity and Prosperity Total</b>			<b>(75,000)</b>
	CS1	<p><b>Potholes</b> This investment will fund appropriate reactive works to be undertaken alongside planned capital maintenance works which over time will improve the overall quality of the highway and footway for all road and footpath users.</p>	500,000
	CS2	<p><b>Town Centre Parking</b> This will enable the current reinstatement of one-hour car parking in the following Town Centre car parks to continue; Alexandra Street, Clarence Road, Essex Street, University Square and Warrior Square.</p>	50,000

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Theme	Ref.	Description of Initiatives	Total (£)
	CS3	<p><b>Signal Maintenance</b> An increase in the use of Variable Message Signage has resulted in an increased maintenance requirement for these useful assets. There has also been a rise in the damage caused to traffic signals and junction boxes which must be repaired. Where there is sufficient evidence these costs can be reclaimed through insurance companies, but this is not always the case.</p>	50,000
	CS4	<p><b>Streetworks Income</b> Positively there has been a significant decrease in the number of instances of extended closures of the highway and substandard reinstatement works. This has resulted in a significant reduction in the level of income that can reasonably be expected in the future from issuing penalty notices to utility companies.</p>	500,000
	CS5	<p><b>Rechargeable Works</b> When necessary works are undertaken as a result of damage caused to street furniture, with appropriate evidence these costs can be recharged to the liable party. The income target in this area has historically been overstated and this adjustment will ensure that the income budget is set at a more realistic level.</p>	100,000
<b>Connected and Smart Total</b>			<b>1,200,000</b>
	E1	<p><b>ICT Transformation</b> Additional investment to support the development of a new modern staffing structure designed to enable transformation and delivery. Principles of the new structure are based upon ICT being outcome aligned, business enabling with a clear strategy and technical architecture to develop best in class skills and capabilities.</p>	200,000
	E2	<p><b>Workforce Development</b> Delivery of innovative solutions to roll out self-serve management capabilities and Learning &amp; Development processes. This will allow for a continuing focus on the training and development of all staff across the organisation.</p>	100,000

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General Fund Year Ending 31 March 2021

Theme	Ref.	Description of Initiatives	Total (£)
	E3	<p><b>Waste Disposal</b> There continues to be a benefit due to the Basildon Mechanical and Biological Treatment (MBT) plant remaining in a commissioning phase which charges a lower gate fee to accept residual waste and a further benefit due to the extension to the waste Joint Working Agreement with Essex CC which provides a share of the Waste Infrastructure Grant. This budget can therefore be temporarily adjusted to reflect the current situation until the outcome of the waste collection / disposal contract. The Medium-Term Financial Forecast will be updated accordingly to reflect our future waste disposal liabilities if costs are expected to increase in the future.</p>	(800,000)
	E4	<p><b>Release of Pension Fund Provision</b> The Council had prudently set aside this amount in its Medium Term Financial Strategy (MTFS) following the Pension Fund Valuation in 2016. The triennial review for 2019 has just been undertaken and the valuation of Southend's share of assets and liabilities has improved, from a funding level in 2016 of 91.4% to a funding level in 2019 of 103.5%. Pension Fund calculations by the independent actuaries are notoriously complex and can be volatile due to the many contributing factors. The situation will be carefully monitored, and another formal review will be undertaken by the Essex Pension Fund in 2022. This provision can now be released, and a further assessment will be made in good time for financial planning for 2023/24.</p>	(750,000)
	E5	<p><b>Productivity and Efficiency Gains</b> All services are expected to continually improve their efficiency and productivity so each budget area will need to make a proportionate contribution towards this improvement target to ensure budgets are reduced accordingly.</p>	(250,000)
	E6	<p><b>Facilities Management</b> As a result of additional cleaning work undertaken as part of our corporate social responsibility, and additional security requirements in the civic centre, there is a need to increase this budget to the required level.</p>	120,000
	E7	<p><b>Investment Income</b> This level of increased return is anticipated from our overall portfolio of short-, medium- and long-term investments.</p>	(400,000)
<b>Enabling Total</b>			<b>(1,780,000)</b>
<b>TOTAL INVESTMENTS AND REPRIORITISATIONS</b>			<b>5,355,000</b>

## Southend on Sea Borough Council General Fund Year Ending March 2021

### One-Off Investments from Reserves 2020/21 to 2022/23

#### Summary of Planned Use of One-Off Investment from Reserves

Proposed Reserve Use	Total (£)
Business Transformation	1,705,000
Public Health	300,000
New Homes Bonus	840,000
Outcome Delivery	750,000
School Improvement	600,000
<b>Total</b>	<b>4,195,000</b>

Investment by theme	Total (£)
Pride and Joy	300,000
Safe and Well	900,000
Active and Involved	200,000
Opportunity and Prosperity	1,490,000
Enabling	1,305,000
<b>Total</b>	<b>4,195,000</b>

	2020/21 (£)	2021/22 (£)	2022/23 (£)	Total (£)
Investment per year	1,895,000	1,565,000	735,000	4,195,000

#### Planned Use of One-Off Investment by Reserve

Theme	Item	2020/21	2021/22 Indicative	2022/23 Indicative	TOTAL	Proposed Reserve Use
	<p><b>Service Design – Extended</b></p> <p>A continuation of the Service Redesign team, that will work with council teams and residents/customers to look at and redesign Council services in order to improve them, maximise investment where possible and eradicate duplication across the organisation.</p>	185,000	185,000	185,000	555,000	Business Transformation
	<p><b>Community Safety/ Environment Crime - NEW</b></p> <p>Resources to allow for the scoping and commencement of delivery of a more joined up approach to better anti-social behaviour and environmental crime enforcement.</p>	150,000	150,000	0	300,000	Business Transformation

## Southend on Sea Borough Council General Fund Year Ending March 2021

Theme	Item	2020/21	2021/22 Indicative	2022/23 Indicative	TOTAL	Proposed Reserve Use
	<p><b>Summer and Winter Planning – Increased and Extended</b></p> <p>To ensure the recruitment of appropriate staffing and other related resourcing for the Borough’s busy summer period and to support various winter events in the town centre and seafront area.</p>	100,000	100,000	100,000	300,000	Business Transformation
	<p><b>Community Builders/ Capacity Building Fund - NEW</b></p> <p>Introduction of a Community Builders’ scheme on a test and learn basis, working in collaboration with SAVS. Community Builders will be embedded in the heart of the local community and will have preventative conversations with residents in neighbourhoods about what matters to them as well as helping people to build and connect using their personal strengths and with finding natural support through local assets and relationships. They will draw on resources that people already have around them and connect neighbours with each other through shared passions, breaking down social isolation. Community builders will be an enabler to support early, preventative action BY citizens to deliver on the Southend 2050 outcomes. A small sparks fund held in the community sector (SAVS) will be available for the builders to access to match fund small community projects.</p>	100,000	100,000	0	200,000	Business Transformation
	<p><b>Economic Development – No change</b></p> <p>To enable continued research and staff support for the promotion of the town.</p>	100,000	100,000	0	200,000	Business Transformation
	<p><b>Workforce Development – Increased and Extended</b></p> <p>Temporary increased capacity required to deliver innovative solutions to roll out capabilities for staff to self-serve. Enhance Learning &amp; Development processes as well as increased e-learning development right across the organisation.</p>	100,000	50,000	0	150,000	Business Transformation
<b>TOTAL Business Transformation</b>		<b>735,000</b>	<b>685,000</b>	<b>285,000</b>	<b>1,705,000</b>	

## Southend on Sea Borough Council General Fund Year Ending March 2021

Theme	Item	2020/21	2021/22 Indicative	2022/23 Indicative	TOTAL	Proposed Reserve Use
	<p><b>Complex Needs Provision - NEW</b> The intention is to purchase an additional suitable property to expand our provision. This is the estimated cost of expert staffing to provide support to residents and outreach to other rough sleepers in the Borough, together with appropriate security.</p>	150,000	150,000	0	300,000	Public Health
<b>TOTAL Public Health</b>		<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>300,000</b>	
	<p><b>Local Plan – No change</b> Continued resource is required to support the development of the Southend new Local Plan and contribution to the South Essex Joint Strategic Plan (JSP).</p>	410,000	130,000	0	540,000	New Homes Bonus
	<p><b>Housing Implementation – No change</b> Continued resource is vital to progress the implementation of the Housing, Homelessness and Rough Sleeping Strategy, a key council priority.</p>	150,000	150,000	0	300,000	New Homes Bonus
<b>TOTAL New Homes Bonus</b>		<b>560,000</b>	<b>280,000</b>	<b>0</b>	<b>840,000</b>	
	<p><b>Outcome Delivery - NEW</b> Investment to implement and embed a range of new approaches, tools and techniques that will enable the Council to continue transforming the way it works. Additionally, this investment will facilitate the testing and development of new concepts and ideas to enhance the impact of the agreed outcomes and delivery of the roadmap to 2023.</p>	250,000	250,000	250,000	750,000	Outcome Delivery
<b>TOTAL Outcome Delivery</b>		<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>750,000</b>	

## Southend on Sea Borough Council General Fund Year Ending March 2021

Theme	Item	2020/21	2021/22 Indicative	2022/23 Indicative	TOTAL	Proposed Reserve Use
	<b>School Improvement – Extended</b> To continue school improvement support including support for pupils to attain Grammar School entrance.	200,000	200,000	200,000	600,000	School Improvement
<b>TOTAL School Improvement</b>		<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>600,000</b>	
<b>GRAND TOTAL</b>		<b>1,895,000</b>	<b>1,565,000</b>	<b>735,000</b>	<b>4,195,000</b>	

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Basic Amounts of Council Tax**

	2019/20	2020/21
	£	£
<b><u>Southend-on-Sea Borough Council</u></b>		
Budget Requirement		
Southend-on-Sea Borough Council element	125,647,429	130,428,396
Leigh-on-Sea Town Council element	421,625	447,392
	126,069,054	130,875,788
Retained Business Rates	(21,083,000)	(21,406,000)
Business Rates Top-up Grant and S31 Grant	(15,384,000)	(16,626,000)
Revenue Support Grant	(5,925,000)	(6,049,000)
Use of Reserves	0	0
Council Tax Surplus - Southend-on-Sea Borough Council element	(2,500,000)	(2,000,000)
Demand on Collection Fund	81,177,054	84,794,788
Council Tax Base	58,424.44	58,680.94
Council Tax Base - Leigh-on-Sea Town Council	8,839.09	8,845.24
Southend-on-Sea Borough Council Basic Amount of Band D Council Tax <i>(average across the Borough including Leigh-on-Sea)</i>	1,389.44	1,445.01
Southend-on-Sea Borough Council - Tax Band D	1,382.22	1,437.39
Leigh-on-Sea Town Council - Tax Band D	47.70	50.58
<b><u>Precepts</u></b>		
Essex Police & Crime Commissioner	11,273,580	11,655,795
Essex Fire Authority	4,232,851	4,335,935
Essex Police & Crime Commissioner - Tax Band D	192.96	198.63
Essex Fire Authority - Tax Band D	72.45	73.89
<b><u>Total Council Tax Band D</u></b>		
Leigh-on-Sea Town Council	1,695.33	1,760.49
All other parts of the Borough	1,647.63	1,709.91

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Council Tax Bands 2020/21**

Band	Valuation for Band	General Amount	Adult Social Care Precept	Total Southend-on-Sea Borough Council	Essex Police, Fire & Crime Commissioner		Total for Unparished Area	Leigh-on-Sea Town Council	Total for Leigh-on-Sea Town Council Area
					Police & Community Safety	Fire & Rescue			
A	Up to £40,000	£ 874.40	£ 83.86	£ 958.26	£ 132.42	£ 49.26	£ 1,139.94	£ 33.72	£ 1,173.66
B	£40,000 to £52,000	1,020.13	97.84	1,117.97	154.49	57.47	1,329.93	39.34	1,369.27
C	£52,000 to £68,000	1,165.87	111.81	1,277.68	176.56	65.68	1,519.92	44.96	1,564.88
D	£68,000 to £88,000	1,311.60	125.79	1,437.39	198.63	73.89	1,709.91	50.58	1,760.49
E	£88,000 to £120,000	1,603.07	153.74	1,756.81	242.77	90.31	2,089.89	61.82	2,151.71
F	£120,000 to £160,000	1,894.53	181.70	2,076.23	286.91	106.73	2,469.87	73.06	2,542.93
G	£160,000 to £320,000	2,186.00	209.65	2,395.65	331.05	123.15	2,849.85	84.30	2,934.15
H	£320,000 plus	2,623.20	251.58	2,874.78	397.26	147.78	3,419.82	101.16	3,520.98

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Collection Fund Estimate**

	Estimate 2019/20		Estimate 2020/21	
	£000s	£000s	£000s	£000s
<b>INCOME</b>				
Council Tax		96,684		100,786
Non Domestic Rates collectable		43,026		43,686
<b>TOTAL INCOME</b>		139,710		144,472
<b>EXPENDITURE</b>				
<b><u>Precepts</u></b>				
Southend-on-Sea Borough Council	80,755		84,347	
Essex Police & Crime Commissioner	11,274		11,656	
Essex Fire Authority	4,233		4,336	
Leigh Town Council	422	96,684	447	100,786
<b><u>Business Rates</u></b>				
Payable to Central Government	21,513		21,843	
Retained by Southend-on-Sea	21,083		21,406	
Passed to Essex Fire Authority	430	43,026	437	43,686
<b>TOTAL EXPENDITURE</b>		139,710		144,472

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Estimated Level of Reserves**  
(as at February 2020)

	Balance at 1 <sup>st</sup> April 2019	Transfers 2019/20	Estimated Balance at 1 <sup>st</sup> April 2020	Transfers 2020/21	Estimated Balance at 1 <sup>st</sup> April 2021
	£000s	£000s	£000s	£000s	£000s
General Reserve	11,000	0	11,000	0	11,000
HRA General Reserve	3,501	0	3,501	0	3,501
Earmarked Reserves	103,055	(7,165)	95,890	(13,299)	82,591
<b>Total Available Reserves</b>	<b>117,556</b>	<b>(7,165)</b>	<b>110,391</b>	<b>(13,299)</b>	<b>97,092</b>
<b>EARMARKED RESERVES</b>					
<b>Capital Reserves</b>					
Capital	7,957	(5,574)	2,383	1,137	3,520
New Homes Bonus	4,130	1,196	5,326	810	6,136
Business World ERP	316	0	316	385	701
Queensway	235	0	235	(235)	0
<b>Corporate Reserves</b>					
Business Transformation	5,133	(3,014)	2,119	3,015	5,134
Business Rates Retention	4,283	0	4,283	(2,283)	2,000
Interest Equalisation	4,211	(500)	3,711	(945)	2,766
MRP Equalisation	12,625	3,665	16,290	(918)	15,372
Outcome Delivery	0	0	0	500	500
Pensions	5,831	3,733	9,564	(7,564)	2,000
Rents Equalisation	850	0	850	0	850
<b>Insurance</b>					
	6,800	0	6,800	0	6,800
<b>Service Reserves</b>					
Building Control	116	0	116	(116)	0
Cemeteries	39	0	39	(39)	0
Elections	304	(36)	268	(36)	232
Local Land Charges	64	0	64	0	64
School Improvement	225	(200)	25	375	400
Adult Social Care	2,428	0	2,428	(928)	1,500
Children's Social Care	2,000	(2,000)	0	0	0
Social Fund	817	(350)	467	(350)	117
Specific Corporate Projects	730	0	730	(730)	0
Supporting People	552	(100)	452	0	452
Voluntary Organisations	125	0	125	(125)	0
Waste Management	4,923	(1)	4,922	0	4,922
Welfare Reform	1,590	(300)	1,290	(290)	1,000
Street Lighting	105	0	105	0	105
<b>Grants</b>					
Dedicated Schools Grant	215	800	1,015	0	1,015
Area Child Protection	26	0	26	0	26
General Grants	2,485	(753)	1,732	0	1,732
Public Health	1,368	(133)	1,235	(150)	1,085
Public Health - DAAT	130	0	130	(35)	95
<b>Monies Held in Trust</b>					
	53	0	53	0	53
<b>Total General Fund Reserves</b>	<b>70,666</b>	<b>(3,567)</b>	<b>67,099</b>	<b>(8,522)</b>	<b>58,577</b>
<b>HRA Reserves</b>					
Capital Investment	25,106	(1,956)	23,150	(3,582)	19,568
Major Repairs	6,763	(1,702)	5,061	(1,255)	3,806
Repair Contract Pensions	520	60	580	60	640
<b>Total HRA Reserves</b>	<b>32,389</b>	<b>(3,598)</b>	<b>28,791</b>	<b>(4,777)</b>	<b>24,014</b>
<b>Total Earmarked Reserves</b>	<b>103,055</b>	<b>(7,165)</b>	<b>95,890</b>	<b>(13,299)</b>	<b>82,591</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Medium Term Financial Forecast**  
2020/21 to 2024/25

	2020/21	2021/22	2022/23	2023/24	2024/25
	£000s	£000s	£000s	£000s	£000s
<b>Base Budget</b>					
From prior year	125,647	130,428	141,988	145,180	148,964
LESS					
Appropriations to / (from) reserves in prior year	(1,538)	8,522	(323)	(438)	1,484
Revenue Contributions to Capital	(5,376)	(363)	(10)	(117)	0
Less other one-off expenditure / (savings)	1,604	(7,245)	360	1,515	0
<b>Adjusted Base Budget</b>	<b>120,337</b>	<b>131,342</b>	<b>142,015</b>	<b>146,140</b>	<b>150,448</b>
Appropriations to / (from) reserves in prior year	(8,522)	323	438	(1,484)	(1,483)
Revenue Contributions to Capital (Funded from Earmarked Reserves)	363	10	117	0	0
Other one-off / time limited expenditure bids	4,245	(360)	(1,515)	0	0
Inflation and other increases	4,271	3,750	3,750	3,750	3,750
Corporate Cost Pressures	8,388	2,104	1,313	2,002	1,395
Directorate (Savings) / Pressures					
Ongoing Corporate and Directorate investment allowance	6,160	3,050	3,050	3,850	3,050
Budget reductions identified and agreed	(2,075)	0	0	0	0
<b>Better Care Fund</b>					
Funding to Support Social Care and benefit Health	(13,043)	(13,043)	(13,043)	(13,043)	(13,043)
Expenditure relating to the BCF and IBCF	13,043	0	0	0	0
<b>Public Health</b>					
Projected Grant Income	(9,525)	ringfence removed			
Projected Expenditure	9,525	0	0	0	0
<b>Housing Revenue Account</b>					
Projected Expenditure	32,044	29,091	25,334	24,738	25,203
Projected Income	(28,522)	(29,387)	(30,322)	(31,225)	(32,120)
Contributions to / (from) HRA Earmarked Reserves	(3,522)	296	4,988	6,487	6,917
<b>Dedicated Schools Grant</b>					
Projected Grant Income	(50,769)	(50,769)	(50,769)	(50,769)	(50,769)
Projected Expenditure	50,769	50,769	50,769	50,769	50,769
Pupil Premium received from Government (indicative)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)
Pupil Premium Expenditure	1,892	0	0	0	0
<b>Projected General Fund Net Expenditure</b>	<b>133,167</b>	<b>140,219</b>	<b>149,168</b>	<b>154,258</b>	<b>157,160</b>
Changes in General Grants	(2,739)	9,555	712	409	0
<b>Budget Requirement</b>	<b>130,428</b>	<b>149,774</b>	<b>149,880</b>	<b>154,667</b>	<b>157,160</b>
<b>Funded By</b>					
Council tax increase (1.99% in 20/21, 1.99% onwards) (taxbase +0.5% 2021/22 and +1.0% p.a future years)	(76,966)	(79,427)	(81,972)	(84,587)	(87,285)
Social Care Precept (2.0% in 20/21, 0% onwards)	(7,381)	(7,455)	(7,530)	(7,605)	(7,681)
Business Rates	(38,032)	(53,606)	(54,678)	(55,772)	(56,192)
Revenue Support Grant	(6,049)	0	0	0	0
Collection Fund Surplus	(2,000)	(1,500)	(1,000)	(1,000)	(1,000)
<b>Total Funding</b>	<b>(130,428)</b>	<b>(141,988)</b>	<b>(145,180)</b>	<b>(148,964)</b>	<b>(152,158)</b>
<b>Funding Gap</b>	<b>0</b>	<b>7,786</b>	<b>4,700</b>	<b>5,703</b>	<b>5,002</b>
<b>Funding Gap (Cumulative)</b>	<b>0</b>	<b>7,786</b>	<b>12,486</b>	<b>18,189</b>	<b>23,191</b>
<b>Core Precept</b>	76,966	79,427	81,972	84,587	87,285
<b>Social Care Precept</b>	7,381	7,455	7,530	7,605	7,681
<b>Band D Council Tax</b>					
Council Tax for a Band D Property	1,437.39	1,465.93	1,495.17	1,524.87	1,555.20
% Increase in Council Tax	3.99%	1.99%	1.99%	1.99%	1.99%
<b>Council Tax Base</b>					
Council Tax Base	58,681	59,268	59,860	60,459	61,064
Increase in Tax Base on prior year	0.44%	1.00%	1.00%	1.00%	1.00%

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
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**Employee Numbers (Full Time Equivalent)**

	Estimate for 2019/20		Estimate 2020/21 FTEs
	Original FTEs	Probable Outturn FTEs	
Leader: Housing, ICT, Revenues & Benefits	274.91	294.01	294.01
Deputy Leader: Assets, Highways and Transport	222.33	210.21	210.21
Business Culture and Tourism	124.00	107.04	107.04
Children and Learning	348.79	354.92	354.92
Community Safety and Customer Contact	130.93	131.41	131.41
Environment and Planning	193.74	200.75	200.75
Health and Adult Social Care*	331.02	406.84	406.84
<b>Total FTEs</b>	<b>1,625.72</b>	<b>1,705.18</b>	<b>1,705.18</b>

The FTE numbers above reflects the number of employees budgeted for, as at October 2019. 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 in order to breakeven.

\* The significant increase in FTE is due to the transfer of Public Health Health Visitors from the NHS into the Council.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

## **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 in order 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) on a monthly basis 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

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**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	CMT Budget Briefing Report
April	1	Thu 30-Apr-20	Thu 30-Apr-20	Fri 01-May-20	Mon 04-May-20	
May	2	Sun 31-May-20	Fri 29-May-20	Mon 01-Jun-20	Tue 02-Jun-20	Thu 04-Jun-20
June	3	Tue 30-Jun-20	Tue 30-Jun-20	Wed 01-Jul-20	Thu 02-Jul-20	Mon 06-Jul-20
July	4	Fri 31-Jul-20	Fri 31-Jul-20	Mon 03-Aug-20	Tue 04-Aug-20	
August	5	Mon 31-Aug-20	Mon 31-Aug-20	Tue 01-Sep-20	Wed 02-Sep-20	Fri 04-Sep-20
September	6	Wed 30-Sep-20	Wed 30-Sep-20	Thu 01-Oct-20	Fri 02-Oct-20	
October	7	Sat 31-Oct-20	Fri 30-Oct-20	Mon 02-Nov-20	Tue 03-Nov-20	Thu 05-Nov-20
November	8	Mon 30-Nov-20	Mon 30-Nov-20	Tue 01-Dec-20	Wed 02-Dec-20	
December	9	Thu 31-Dec-20	Thu 31-Dec-20	Mon 04-Jan-21	Tue 05-Jan-21	Thu 14-Jan-21
January	10	Sun 31-Jan-21	Fri 29-Jan-21	Mon 01-Feb-21	Tue 02-Feb-21	Thu 04-Feb-21
February	11	Sun 28-Feb-21	Fri 26-Feb-21	Mon 01-Mar-21	Tue 02-Mar-21	Thu 04-Mar-21
March	12	Wed 31-Mar-21	Wed 31-Mar-21	Thu 01-Apr-21	Fri 02-Apr-21	
Year End	13	Fri 30-Apr-21	Fri 30-Apr-21	Mon 03-May-21		

Month	Cabinet Report	Sent to S151 Officer (by close of play)	Final date for CMT (noon)	Date of CMT	EB Meeting	Cabinet Meeting
April						
May		Mon 08-Jun-20	Fri 19-Jun-20	Wed 24-Jun-20		
June		Thu 09-Jul-20	Fri 17-Jul-20	Wed 22-Jul-20		
July	Thu 06-Aug-20	Mon 10-Aug-20	Fri 14-Aug-20	Wed 19-Aug-20	Tue 01-Sep-20	Tue 15-Sep-20
August		Mon 07-Sep-20	Fri 11-Sep-20	Wed 16-Sep-20		
September	Mon 05-Oct-20	Thu 08-Oct-20	Fri 09-Oct-20	Wed 14-Oct-20	Tue 20-Oct-20	Tue 03-Nov-20
October		Mon 09-Nov-20	Fri 20-Nov-20	Wed 25-Nov-20		
November	Fri 04-Dec-20	Mon 07-Dec-20	Mon 07-Dec-20	Wed 09-Dec-20	Tue 15-Dec-20	Thu 14-Jan-21
December		Mon 18-Jan-21	Mon 18-Jan-21	Wed 20-Jan-21		
January		Mon 08-Feb-21	Fri 12-Feb-21	Wed 17-Feb-21		
February		Mon 08-Mar-21	Fri 12-Mar-21	Wed 17-Mar-21		
March						
Year End	Fri 07-May-21	Mon 10-May-21	Fri 14-May-21	Wed 19-May-21	June 2021	June 2021

Southend on Sea Borough Council  
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Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
<b>Leader: Housing, ICT, Revenues &amp; Benefits</b>									
<b>Housing</b>									
Housing Needs and Homelessness	1,521	(1,313)	208	1,780	(1,476)	304	1,710	(1,483)	227
Private Sector Housing	605	(120)	485	585	(226)	359	718	(178)	540
Strategy and Planning for Housing	409	(125)	284	509	(125)	384	537	(128)	409
Supporting People	2,245	0	2,245	2,245	0	2,245	2,245	0	2,245
<b>ICT</b>									
Information Communications and Technology	4,340	(1,238)	3,102	4,038	(1,310)	2,728	4,532	(1,261)	3,271
<b>Legal and Democratic Services</b>									
Democratic Services Support	385	0	385	385	0	385	389	0	389
Elections and Electoral Registration	358	0	358	358	0	358	359	0	359
Legal Services	1,409	(251)	1,158	1,644	(251)	1,393	1,435	(256)	1,179
Local Land Charges	202	(297)	(95)	202	(297)	(95)	201	(297)	(96)
Mayoralty	175	0	175	176	0	176	183	0	183
Member Support	715	0	715	715	0	715	715	0	715
<b>Other Services</b>									
Corporate Subscriptions	250	0	250	250	0	250	100	0	100
Emergency Planning	206	0	206	233	0	233	227	0	227
Human Resources	1,978	(517)	1,461	2,138	(517)	1,621	2,177	(555)	1,622
Strategic Service Support	599	0	599	667	(18)	649	670	(19)	651
Strategy and Performance	1,817	(115)	1,702	1,897	(41)	1,856	1,900	(41)	1,859
<b>Revenues and Benefits</b>									
Council Tax Collection	984	(684)	300	984	(684)	300	992	(698)	294
Housing Benefit Administration	1,664	(925)	739	1,690	(925)	765	1,675	(925)	750
Non Domestic Rates Collection	207	(308)	(101)	207	(283)	(76)	209	(309)	(100)
Rent Benefit Payments	73,902	(74,005)	(103)	73,902	(74,005)	(103)	64,546	(64,649)	(103)
<b>Strategic Planning and Policy</b>									
Corporate and Non-Distributable Costs	1,886	(196)	1,690	1,944	(196)	1,748	2,356	(200)	2,156
<b>Leader: Housing, ICT, Revenues &amp; Benefits Total</b>	<b>95,856</b>	<b>(80,095)</b>	<b>15,761</b>	<b>96,547</b>	<b>(80,354)</b>	<b>16,193</b>	<b>87,875</b>	<b>(70,997)</b>	<b>16,878</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
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Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn £000s	Budget £000s
<b>Leader: Housing, ICT, Revenues &amp; Benefits</b>			
<b>Expenditure</b>			
Employees	13,810	13,828	14,883
Premises	143	128	126
Transport	59	64	54
Supplies & Services	7,740	8,446	7,909
Third Party Payments	716	691	701
Transfer Payments	73,189	73,189	64,002
Special Items	200	200	200
<b>Expenditure Total</b>	<b>95,856</b>	<b>96,547</b>	<b>87,875</b>
<b>Income</b>			
Government Grants	(71,259)	(71,523)	(63,399)
Other Grants & Reimbursements	(4,752)	(4,769)	(3,679)
Sales	0	(18)	0
Fees & Charges	(2,959)	(3,000)	(2,859)
Rents	(75)	(75)	(75)
Recharges to Housing Revenue Account	(917)	(917)	(933)
Other Internal Charges	(132)	(52)	(52)
<b>Income Total</b>	<b>(80,095)</b>	<b>(80,354)</b>	<b>(70,997)</b>
<b>Net Expenditure/(Income)</b>	<b>15,762</b>	<b>16,193</b>	<b>16,877</b>
<b>Memorandum Items</b>			
Depreciation	4,272	4,272	3,346
Government Capital Grants	(263)	(263)	(900)
MATS	4,249	4,249	4,803
Accommodation Charges	516	516	412
Departmental Support	1,501	1,501	1,055
Recharges	(11,123)	(11,123)	(9,983)
<b>Memorandum Items Total</b>	<b>(848)</b>	<b>(848)</b>	<b>(1,267)</b>
<b>Total Service Cost</b>	<b>14,914</b>	<b>15,345</b>	<b>15,610</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
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<b>Leader: Housing, ICT, Revenues &amp; Benefits</b>	<b>Corporate and Non-Distributable Costs £000s</b>	<b>Corporate Subscriptions £000s</b>	<b>Council Tax Collection £000s</b>	<b>Democratic Services Support £000s</b>	<b>Elections and Electoral Registration £000s</b>	<b>Emergency Planning £000s</b>	<b>Housing Benefit Admin £000s</b>	<b>Housing Needs and Homelessness £000s</b>	<b>Human Resources £000s</b>
<b>Expenditure</b>									
Employees	1,392	0	707	324	256	213	1,453	725	1,878
Premises	0	0	0	2	8	2	5	67	1
Special Items	200	0	0	0	0	0	0	0	0
Supplies & Services	494	100	284	58	92	11	159	500	292
Third Party Payments	265	0	0	0	3	0	0	417	1
Transfer Payments	0	0	0	0	0	0	57	0	0
Transport	5	0	1	6	0	1	2	2	4
<b>Total Controllable Expenditure</b>	<b>2,356</b>	<b>100</b>	<b>992</b>	<b>389</b>	<b>359</b>	<b>227</b>	<b>1,675</b>	<b>1,710</b>	<b>2,177</b>
<b>Income</b>									
Fees & Charges	0	0	(698)	0	0	0	0	0	(366)
Government Grants	0	0	0	0	0	0	(925)	(888)	0
Other Grants & Reimbursements	0	0	0	0	0	0	0	(150)	(188)
Other Internal Charges	0	0	0	0	0	0	0	0	0
Recharges to Housing Revenue Account	(200)	0	0	0	0	0	0	(370)	0
Rents	0	0	0	0	0	0	0	(75)	0
Sales	0	0	0	0	0	0	0	0	0
<b>Total Controllable Income</b>	<b>(200)</b>	<b>0</b>	<b>(698)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(925)</b>	<b>(1,483)</b>	<b>(555)</b>
<b>Net Expenditure/(Income)</b>	<b>2,156</b>	<b>100</b>	<b>294</b>	<b>389</b>	<b>359</b>	<b>227</b>	<b>750</b>	<b>227</b>	<b>1,622</b>
<b>Memorandum Items</b>									
Depreciation	4	0	0	0	0	0	0	10	0
Investment Asset Revaluation Gain	0	0	0	0	0	0	0	0	0
Government Capital Grants	0	0	0	0	0	0	0	0	0
<b>Capital Charges</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>
<b>MATS</b>	<b>1,419</b>	<b>1</b>	<b>976</b>	<b>39</b>	<b>27</b>	<b>22</b>	<b>876</b>	<b>218</b>	<b>309</b>
Accommodation Charges	4	0	31	10	6	4	45	21	53
Departmental Support	203	0	9	19	11	10	20	150	38
Recharges	0	0	0	0	0	0	0	0	(2,021)
<b>Net Support Services</b>	<b>1,626</b>	<b>1</b>	<b>1,016</b>	<b>68</b>	<b>44</b>	<b>36</b>	<b>941</b>	<b>389</b>	<b>(1,621)</b>
<b>Total Uncontrollable</b>	<b>1,630</b>	<b>1</b>	<b>1,016</b>	<b>68</b>	<b>44</b>	<b>36</b>	<b>941</b>	<b>399</b>	<b>(1,621)</b>
<b>Total Service Cost</b>	<b>3,786</b>	<b>101</b>	<b>1,310</b>	<b>457</b>	<b>403</b>	<b>263</b>	<b>1,691</b>	<b>626</b>	<b>1</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

<b>Leader: Housing, ICT, Revenues &amp; Benefits</b>	<b>Information Communications and Technology £000s</b>	<b>Legal Services £000s</b>	<b>Local Land Charges £000s</b>	<b>Mayoralty £000s</b>	<b>Member Support £000s</b>	<b>Non Domestic Rates Collection £000s</b>	<b>Private Sector Housing £000s</b>	<b>Rent Benefit Payments £000s</b>	<b>Strategic Service Support £000s</b>
<b>Expenditure</b>									
Employees	3,030	1,005	140	92	31	138	691	0	648
Premises	1	0	0	37	0	0	2	0	1
Special Items	0	0	0	0	0	0	0	0	0
Supplies & Services	1,495	427	61	41	682	55	20	600	18
Third Party Payments	0	0	0	0	0	15	0	0	0
Transfer Payments	0	0	0	0	0	0	0	63,946	0
Transport	6	3	0	13	1	0	5	0	4
<b>Total Controllable Expenditure</b>	<b>4,532</b>	<b>1,435</b>	<b>201</b>	<b>183</b>	<b>715</b>	<b>209</b>	<b>718</b>	<b>64,546</b>	<b>670</b>
<b>Income</b>									
Fees & Charges	(1,079)	(256)	(297)	0	0	(71)	(72)	0	(19)
Government Grants	0	0	0	0	0	(238)	0	(61,349)	0
Other Grants & Reimbursements	0	0	0	0	0	0	0	(3,300)	0
Other Internal Charges	(52)	0	0	0	0	0	0	0	0
Recharges to Housing Revenue Account	(130)	0	0	0	0	0	(106)	0	0
Rents	0	0	0	0	0	0	0	0	0
Sales	0	0	0	0	0	0	0	0	0
<b>Total Controllable Income</b>	<b>(1,261)</b>	<b>(256)</b>	<b>(297)</b>	<b>0</b>	<b>0</b>	<b>(309)</b>	<b>(178)</b>	<b>(64,649)</b>	<b>(19)</b>
<b>Net Expenditure/(Income)</b>	<b>3,271</b>	<b>1,179</b>	<b>(96)</b>	<b>183</b>	<b>715</b>	<b>(100)</b>	<b>540</b>	<b>(103)</b>	<b>651</b>
<b>Memorandum Items</b>									
Depreciation	1,908	0	0	18	0	0	1,406	0	0
Investment Asset Revaluation Gain	0	0	0	0	0	0	0	0	0
Government Capital Grants	0	0	0	0	0	0	(900)	0	0
<b>Capital Charges</b>	<b>1,908</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>506</b>	<b>0</b>	<b>0</b>
<b>MATS</b>	<b>90</b>	<b>109</b>	<b>22</b>	<b>130</b>	<b>0</b>	<b>65</b>	<b>140</b>	<b>0</b>	<b>98</b>
Accommodation Charges	80	31	6	4	0	6	25	0	10
Departmental Support	64	58	12	7	0	2	141	0	177
Recharges	(3,502)	(1,376)	0	0	0	0	0	0	(937)
<b>Net Support Services</b>	<b>(3,268)</b>	<b>(1,178)</b>	<b>40</b>	<b>141</b>	<b>0</b>	<b>73</b>	<b>306</b>	<b>0</b>	<b>(652)</b>
<b>Total Uncontrollable</b>	<b>(1,360)</b>	<b>(1,178)</b>	<b>40</b>	<b>159</b>	<b>0</b>	<b>73</b>	<b>812</b>	<b>0</b>	<b>(652)</b>
<b>Total Service Cost</b>	<b>(181)</b>	<b>(1,274)</b>	<b>223</b>	<b>874</b>	<b>(100)</b>	<b>613</b>	<b>709</b>	<b>651</b>	<b>1,207</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Leader: Housing, ICT, Revenues & Benefits	Strategy and Performance	Strategy and Planning for Housing	Supporting People	Portfolio Total
	£000s	£000s	£000s	£000s
<b>Expenditure</b>				
Employees	1,784	375	0	14,883
Premises	1	0	0	126
Special Items	0	0	0	200
Supplies & Services	113	162	2,245	7,909
Third Party Payments	0	0	0	701
Transfer Payments	0	0	0	64,002
Transport	3	0	0	54
<b>Total Controllable Expenditure</b>	<b>1,900</b>	<b>537</b>	<b>2,245</b>	<b>87,875</b>
<b>Income</b>				
Fees & Charges	0	0	0	(2,859)
Government Grants	0	0	0	(63,399)
Other Grants & Reimbursements	(41)	0	0	(3,679)
Other Internal Charges	0	0	0	(52)
Recharges to Housing Revenue Account	0	(128)	0	(933)
Rents	0	0	0	(75)
Sales	0	0	0	0
<b>Total Controllable Income</b>	<b>(41)</b>	<b>(128)</b>	<b>0</b>	<b>(70,997)</b>
<b>Net Expenditure/(Income)</b>	<b>1,859</b>	<b>409</b>	<b>2,245</b>	<b>16,878</b>
<b>Memorandum Items</b>				
Depreciation	0	0	0	3,346
Investment Asset Revaluation Gain	0	0	0	0
Government Capital Grants	0	0	0	(900)
<b>Capital Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,446</b>
<b>MATS</b>	<b>187</b>	<b>73</b>	<b>2</b>	<b>4,803</b>
Accommodation Charges	69	7	0	412
Departmental Support	33	0	101	1,055
Recharges	(2,147)	0	0	(9,983)
<b>Net Support Services</b>	<b>(1,858)</b>	<b>80</b>	<b>103</b>	<b>(3,713)</b>
<b>Total Uncontrollable</b>	<b>(1,858)</b>	<b>80</b>	<b>103</b>	<b>(1,267)</b>
<b>Total Service Cost</b>	<b>(1,449)</b>	<b>2,325</b>	<b>16,981</b>	<b>15,611</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
<b>Deputy Leader: Assets, Highways and Transport</b>									
<b>Asset and Facilities Management</b>									
Asset Management	459	(17)	<b>442</b>	459	(17)	<b>442</b>	496	(17)	<b>479</b>
Buildings Management	1,868	(113)	<b>1,755</b>	2,033	(113)	<b>1,920</b>	2,039	(113)	<b>1,926</b>
Community Centres and Club 60	17	(1)	<b>16</b>	17	(1)	<b>16</b>	17	(1)	<b>16</b>
Corporate and Industrial Estates	93	(3,567)	<b>(3,474)</b>	93	(3,567)	<b>(3,474)</b>	97	(3,667)	<b>(3,570)</b>
Property Management and Maintenance	460	(114)	<b>346</b>	485	(114)	<b>371</b>	482	(116)	<b>366</b>
Tickfield Training Centre	362	(160)	<b>202</b>	362	(160)	<b>202</b>	400	(164)	<b>236</b>
<b>Financial Services</b>									
Accountancy	2,261	(308)	<b>1,953</b>	2,219	(288)	<b>1,931</b>	2,345	(271)	<b>2,074</b>
Accounts Payable	129	(4)	<b>125</b>	129	(4)	<b>125</b>	135	(4)	<b>131</b>
Accounts Receivable	200	(82)	<b>118</b>	200	(82)	<b>118</b>	211	(84)	<b>127</b>
Corporate Fraud	229	(52)	<b>177</b>	229	(52)	<b>177</b>	237	(53)	<b>184</b>
Corporate Procurement	700	0	<b>700</b>	786	0	<b>786</b>	964	0	<b>964</b>
Insurance	173	(249)	<b>(76)</b>	173	(249)	<b>(76)</b>	178	(249)	<b>(71)</b>
Internal Audit	739	(207)	<b>532</b>	556	(189)	<b>367</b>	700	(192)	<b>508</b>
<b>Highways and Transport</b>									
Bridges and Structural Engineering	51	0	<b>51</b>	26	0	<b>26</b>	51	0	<b>51</b>
Car Parking Management	1,261	(6,993)	<b>(5,732)</b>	1,729	(6,868)	<b>(5,139)</b>	1,388	(6,970)	<b>(5,582)</b>
Concessionary Fares	3,390	0	<b>3,390</b>	3,037	0	<b>3,037</b>	3,390	0	<b>3,390</b>
Decriminalised Parking	1,178	(1,707)	<b>(529)</b>	1,442	(1,597)	<b>(155)</b>	1,141	(1,741)	<b>(600)</b>
Dial A Ride Service	97	(20)	<b>77</b>	102	(20)	<b>82</b>	72	(20)	<b>52</b>
Highways Maintenance	2,712	(283)	<b>2,429</b>	3,857	(173)	<b>3,684</b>	3,536	(189)	<b>3,347</b>
Passenger Transport	142	(67)	<b>75</b>	257	(82)	<b>175</b>	142	(68)	<b>74</b>
Road Safety and School Crossing	214	0	<b>214</b>	128	0	<b>128</b>	165	0	<b>165</b>
Traffic and Parking Management	155	(6)	<b>149</b>	360	(16)	<b>344</b>	171	(6)	<b>165</b>
Transport Management	168	0	<b>168</b>	168	0	<b>168</b>	224	0	<b>224</b>
Transport Planning	1,828	(2,287)	<b>(459)</b>	2,086	(1,777)	<b>309</b>	727	(612)	<b>115</b>
Vehicle Fleet	549	(344)	<b>205</b>	602	(344)	<b>258</b>	534	(351)	<b>183</b>
<b>Deputy Leader: Assets, Highways and Transport Total</b>	<b>19,433</b>	<b>(16,581)</b>	<b>2,852</b>	<b>21,533</b>	<b>(15,713)</b>	<b>5,820</b>	<b>19,842</b>	<b>(14,888)</b>	<b>4,954</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn £000s	Budget £000s
<b>Deputy Leader: Assets, Highways and Transport</b>			
<b>Expenditure</b>			
Employees	8,110	8,221	7,901
Premises	2,918	3,619	3,366
Transport	407	434	390
Supplies & Services	1,443	1,868	1,462
Third Party Payments	6,555	7,392	6,724
<b>Expenditure Total</b>	<b>19,433</b>	<b>21,533</b>	<b>19,842</b>
<b>Income</b>			
Government Grants	(1,227)	(1,227)	(2)
Other Grants & Reimbursements	(40)	(40)	(69)
Fees & Charges	(11,019)	(10,151)	(10,410)
Rents	(3,568)	(3,568)	(3,668)
Recharges to Housing Revenue Account	(259)	(259)	(264)
Other Internal Charges	(469)	(469)	(475)
<b>Income Total</b>	<b>(16,581)</b>	<b>(15,713)</b>	<b>(14,888)</b>
<b>Net Expenditure/(Income)</b>	<b>2,852</b>	<b>5,820</b>	<b>4,954</b>
<b>Memorandum Items</b>			
Depreciation	9,637	10,669	9,266
Investment Asset Revaluation Gain	0	(2,672)	0
Government Capital Grants	(970)	(970)	(901)
MATS	3,180	3,180	2,565
Accommodation Charges	740	740	529
Departmental Support	343	343	403
Recharges	(9,559)	(9,559)	(8,779)
<b>Memorandum Items Total</b>	<b>3,371</b>	<b>1,731</b>	<b>3,083</b>
<b>Total Service Cost</b>	<b>6,223</b>	<b>7,551</b>	<b>8,037</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Deputy Leader: Assets, Highways and Transport	Accountancy	Accounts Payable	Accounts Receivable	Asset Management	Bridges and Structural Engineering	Buildings Management	Car Parking Management	Community Centres and Club 60	Concessionary Fares
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Expenditure</b>									
Employees	2,179	129	187	429	0	341	94	0	0
Premises	0	0	0	1	0	1,606	986	17	0
Supplies & Services	164	7	24	64	0	90	78	0	68
Third Party Payments	0	0	0	0	51	0	228	0	3,322
Transport	2	0	0	3	0	2	2	0	0
<b>Total Controllable Expenditure</b>	<b>2,345</b>	<b>135</b>	<b>211</b>	<b>496</b>	<b>51</b>	<b>2,039</b>	<b>1,388</b>	<b>17</b>	<b>3,390</b>
<b>Income</b>									
Fees & Charges	(91)	(4)	0	(17)	0	(113)	(6,969)	(1)	0
Government Grants	0	0	0	0	0	0	0	0	0
Other Grants & Reimbursements	0	0	0	0	0	0	0	0	0
Other Internal Charges	0	0	0	0	0	0	0	0	0
Recharges to Housing Revenue Account	(180)	0	(84)	0	0	0	0	0	0
Rents	0	0	0	0	0	0	(1)	0	0
<b>Total Controllable Income</b>	<b>(271)</b>	<b>(4)</b>	<b>(84)</b>	<b>(17)</b>	<b>0</b>	<b>(113)</b>	<b>(6,970)</b>	<b>(1)</b>	<b>0</b>
<b>Net Expenditure/(Income)</b>	<b>2,074</b>	<b>131</b>	<b>127</b>	<b>479</b>	<b>51</b>	<b>1,926</b>	<b>(5,582)</b>	<b>16</b>	<b>3,390</b>
<b>Memorandum Items</b>									
<i>Depreciation</i>	0	0	0	0	477	859	70	68	0
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	0	0	0	0	0	0	0	0
<b>Capital Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>477</b>	<b>859</b>	<b>70</b>	<b>68</b>	<b>0</b>
<i>MATS</i>	289	35	159	44	1	174	40	0	8
<i>Accommodation Charges</i>	70	6	7	12	0	0	0	0	0
<i>Departmental Support</i>	27	2	2	4	0	5	32	0	18
<i>Recharges</i>	(2,458)	(174)	(295)	(540)	0	(2,105)	0	0	0
<b>Net Support Services</b>	<b>(2,072)</b>	<b>(131)</b>	<b>(127)</b>	<b>(480)</b>	<b>1</b>	<b>(1,926)</b>	<b>72</b>	<b>0</b>	<b>26</b>
<b>Total Uncontrollable</b>	<b>(2,072)</b>	<b>(131)</b>	<b>(127)</b>	<b>(480)</b>	<b>478</b>	<b>(1,067)</b>	<b>142</b>	<b>68</b>	<b>26</b>
<b>Total Service Cost</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>(1)</b>	<b>529</b>	<b>859</b>	<b>(5,440)</b>	<b>84</b>	<b>3,416</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

<b>Deputy Leader: Assets, Highways and Transport</b>	<b>Corporate and Industrial Estates</b>	<b>Corporate Fraud</b>	<b>Corporate Procurement</b>	<b>Decriminalised Parking</b>	<b>Dial A Ride Service</b>	<b>Highways Maintenance</b>	<b>Insurance</b>	<b>Internal Audit</b>	<b>Passenger Transport</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Expenditure</b>									
Employees	0	214	748	130	62	510	174	686	0
Premises	82	0	0	2	0	449	0	0	110
Supplies & Services	13	18	214	125	0	422	4	10	2
Third Party Payments	2	0	0	884	0	2,126	0	0	31
Transport	0	4	2	0	10	28	0	3	0
<b>Total Controllable Expenditure</b>	<b>97</b>	<b>237</b>	<b>964</b>	<b>1,141</b>	<b>72</b>	<b>3,536</b>	<b>178</b>	<b>700</b>	<b>142</b>
<b>Income</b>									
Fees & Charges	0	(51)	0	(1,741)	(20)	(189)	(103)	(192)	(68)
Government Grants	0	(2)	0	0	0	0	0	0	0
Other Grants & Reimbursements	0	0	0	0	0	0	0	0	0
Other Internal Charges	0	0	0	0	0	0	(146)	0	0
Recharges to Housing Revenue Account	0	0	0	0	0	0	0	0	0
Rents	(3,667)	0	0	0	0	0	0	0	0
<b>Total Controllable Income</b>	<b>(3,667)</b>	<b>(53)</b>	<b>0</b>	<b>(1,741)</b>	<b>(20)</b>	<b>(189)</b>	<b>(249)</b>	<b>(192)</b>	<b>(68)</b>
<b>Net Expenditure/(Income)</b>	<b>(3,570)</b>	<b>184</b>	<b>964</b>	<b>(600)</b>	<b>52</b>	<b>3,347</b>	<b>(71)</b>	<b>508</b>	<b>74</b>
<b>Memorandum Items</b>									
<i>Depreciation</i>	173	0	0	0	0	6,774	0	0	308
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	0	0	0	0	(901)	0	0	0
<b>Capital Charges</b>	<b>173</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,873</b>	<b>0</b>	<b>0</b>	<b>308</b>
<i>MATS</i>	600	74	146	29	0	158	41	99	43
<i>Accommodation Charges</i>	269	4	18	9	0	19	6	13	0
<i>Departmental Support</i>	0	3	7	30	0	168	2	6	18
<i>Recharges</i>	0	(265)	(1,134)	0	0	0	0	(626)	0
<b>Net Support Services</b>	<b>869</b>	<b>(184)</b>	<b>(963)</b>	<b>68</b>	<b>0</b>	<b>345</b>	<b>49</b>	<b>(508)</b>	<b>61</b>
<b>Total Uncontrollable</b>	<b>1,042</b>	<b>(184)</b>	<b>(963)</b>	<b>68</b>	<b>0</b>	<b>6,218</b>	<b>49</b>	<b>(508)</b>	<b>369</b>
<b>Total Service Cost</b>	<b>(2,528)</b>	<b>0</b>	<b>1</b>	<b>(532)</b>	<b>52</b>	<b>9,565</b>	<b>(22)</b>	<b>0</b>	<b>443</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
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Deputy Leader: Assets, Highways and Transport	Property Management and Maintenance £000s	Road Safety and School Crossing £000s	Tickfield Training Centre £000s	Traffic and Parking Management £000s	Transport Management £000s	Transport Planning £000s	Vehicle Fleet £000s	Portfolio Total £000s
<b>Expenditure</b>								
Employees	462	67	219	141	216	696	218	7,901
Premises	2	0	106	2	1	0	3	3,366
Supplies & Services	12	22	75	17	6	20	6	1,462
Third Party Payments	0	70	0	10	0	0	0	6,724
Transport	6	6	0	1	1	12	307	390
<b>Total Controllable Expenditure</b>	<b>482</b>	<b>165</b>	<b>400</b>	<b>171</b>	<b>224</b>	<b>727</b>	<b>534</b>	<b>19,842</b>
<b>Income</b>								
Fees & Charges	(116)	0	(143)	(6)	0	(542)	(43)	(10,410)
Government Grants	0	0	0	0	0	0	0	(2)
Other Grants & Reimbursements	0	0	0	0	0	(69)	0	(69)
Other Internal Charges	0	0	(21)	0	0	0	(308)	(475)
Recharges to Housing Revenue Account	0	0	0	0	0	0	0	(264)
Rents	0	0	0	0	0	0	0	(3,668)
<b>Total Controllable Income</b>	<b>(116)</b>	<b>0</b>	<b>(164)</b>	<b>(6)</b>	<b>0</b>	<b>(612)</b>	<b>(351)</b>	<b>(14,888)</b>
<b>Net Expenditure/(Income)</b>	<b>366</b>	<b>165</b>	<b>236</b>	<b>165</b>	<b>224</b>	<b>115</b>	<b>183</b>	<b>4,954</b>
<b>Memorandum Items</b>								
<i>Depreciation</i>	0	0	34	502	0	0	1	9,266
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	0	0	0	0	0	0	(901)
<b>Capital Charges</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>502</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>8,365</b>
<i>MATS</i>	206	16	61	56	36	250	0	2,565
<i>Accommodation Charges</i>	31	7	0	9	6	43	0	529
<i>Departmental Support</i>	15	18	3	37	6	0	0	403
<i>Recharges</i>	(616)	0	(301)	0	(265)	0	0	(8,779)
<b>Net Support Services</b>	<b>(364)</b>	<b>41</b>	<b>(237)</b>	<b>102</b>	<b>(217)</b>	<b>293</b>	<b>0</b>	<b>(5,282)</b>
<b>Total Uncontrollable</b>	<b>(364)</b>	<b>41</b>	<b>(203)</b>	<b>604</b>	<b>(217)</b>	<b>293</b>	<b>1</b>	<b>3,083</b>
<b>Total Service Cost</b>	<b>2</b>	<b>206</b>	<b>33</b>	<b>769</b>	<b>7</b>	<b>408</b>	<b>184</b>	<b>8,037</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
<b>Business, Culture and Tourism</b>									
<b>Culture</b>									
Arts Development	500	(264)	<b>236</b>	553	(264)	<b>289</b>	613	(264)	<b>349</b>
Culture Management	156	(37)	<b>119</b>	156	(37)	<b>119</b>	11	(7)	<b>4</b>
Library Service	2,968	(410)	<b>2,558</b>	3,029	(358)	<b>2,671</b>	2,989	(392)	<b>2,597</b>
Museums and Art Gallery	871	(93)	<b>778</b>	871	(93)	<b>778</b>	889	(95)	<b>794</b>
Southend Theatres	52	(25)	<b>27</b>	52	(25)	<b>27</b>	52	(25)	<b>27</b>
Sport and Leisure Facilities	96	(304)	<b>(208)</b>	96	(304)	<b>(208)</b>	124	(308)	<b>(184)</b>
Sports Development	55	0	<b>55</b>	55	0	<b>55</b>	55	0	<b>55</b>
<b>Economic Development and Regeneration</b>									
Economic Development	3,730	(3,291)	<b>439</b>	3,673	(2,949)	<b>724</b>	651	(335)	<b>316</b>
Town Centre	182	(60)	<b>122</b>	166	(60)	<b>106</b>	193	(61)	<b>132</b>
<b>Tourism</b>									
Resorts Services Pier and Foreshore	1,458	(991)	<b>467</b>	1,468	(1,149)	<b>319</b>	1,426	(1,011)	<b>415</b>
Tourism	64	(17)	<b>47</b>	164	(17)	<b>147</b>	354	(17)	<b>337</b>
<b>Business, Culture and Tourism Total</b>	<b>10,131</b>	<b>(5,492)</b>	<b>4,639</b>	<b>10,283</b>	<b>(5,256)</b>	<b>5,027</b>	<b>7,356</b>	<b>(2,515)</b>	<b>4,841</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn £000s	Budget £000s
<b>Business, Culture and Tourism</b>			
<b>Expenditure</b>			
Employees	4,757	4,846	4,471
Premises	1,225	1,242	1,302
Transport	71	71	70
Supplies & Services	3,605	3,725	1,084
Third Party Payments	473	398	428
<b>Expenditure Total</b>	<b>10,131</b>	<b>10,283</b>	<b>7,356</b>
<b>Income</b>			
Government Grants	(60)	(60)	(60)
Other Grants & Reimbursements	(3,712)	(3,369)	(756)
Sales	(165)	(195)	(140)
Fees & Charges	(1,503)	(1,561)	(1,506)
Rents	(52)	(70)	(52)
<b>Income Total</b>	<b>(5,492)</b>	<b>(5,256)</b>	<b>(2,515)</b>
<b>Net Expenditure/(Income)</b>	<b>4,639</b>	<b>5,027</b>	<b>4,842</b>
<b>Memorandum Items</b>			
Depreciation	2,731	2,731	3,116
MATS	1,542	1,542	1,558
Accommodation Charges	60	60	34
Departmental Support	361	361	474
<b>Memorandum Items Total</b>	<b>4,694</b>	<b>4,694</b>	<b>5,182</b>
<b>Total Service Cost</b>	<b>9,333</b>	<b>9,721</b>	<b>10,024</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

<b>Business, Culture &amp; Tourism</b>	<b>Arts Development</b>	<b>Culture Management</b>	<b>Economic Development</b>	<b>Library Service</b>	<b>Museums and Art Gallery</b>	<b>Resorts Services Pier and Foreshore</b>	<b>Southend Theatres</b>	<b>Sport and Leisure Facilities</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Expenditure</b>								
Employees	376	0	531	1,725	534	854	0	84
Premises	27	0	23	442	311	396	52	41
Supplies & Services	209	10	170	418	42	117	0	0
Third Party Payments	0	0	(75)	391	0	10	0	0
Transport	1	1	3	14	2	49	0	0
<b>Total Controllable Expenditure</b>	<b>613</b>	<b>11</b>	<b>651</b>	<b>2,989</b>	<b>889</b>	<b>1,426</b>	<b>52</b>	<b>124</b>
<b>Income</b>								
Fees & Charges	(16)	(7)	0	(110)	(49)	(971)	0	(308)
Government Grants	(30)	0	0	(30)	0	0	0	0
Other Grants & Reimbursements	(203)	0	(335)	(185)	0	0	0	0
Rents	0	0	0	0	(19)	(8)	(25)	0
Sales	(15)	0	0	(67)	(27)	(31)	0	0
<b>Total Controllable Income</b>	<b>(264)</b>	<b>(7)</b>	<b>(335)</b>	<b>(392)</b>	<b>(95)</b>	<b>(1,011)</b>	<b>(25)</b>	<b>(308)</b>
<b>Net Expenditure/(Income)</b>	<b>349</b>	<b>4</b>	<b>316</b>	<b>2,597</b>	<b>794</b>	<b>415</b>	<b>27</b>	<b>(184)</b>
<b>Memorandum Items</b>								
Depreciation	1	0	0	566	272	1,366	338	557
Investment Asset Revaluation Gain	0	0	0	0	0	0	0	0
Government Capital Grants	0	0	0	0	0	0	0	0
<b>Capital Charges</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>566</b>	<b>272</b>	<b>1,366</b>	<b>338</b>	<b>557</b>
<b>MATS</b>	<b>76</b>	<b>29</b>	<b>332</b>	<b>528</b>	<b>161</b>	<b>343</b>	<b>13</b>	<b>21</b>
Accommodation Charges	1	3	13	15	1	0	0	0
Departmental Support	33	20	207	18	16	22	27	16
Recharges	0	0	0	0	0	0	0	0
<b>Net Support Services</b>	<b>110</b>	<b>52</b>	<b>552</b>	<b>561</b>	<b>178</b>	<b>365</b>	<b>40</b>	<b>37</b>
<b>Total Uncontrollable</b>	<b>111</b>	<b>52</b>	<b>552</b>	<b>1,127</b>	<b>450</b>	<b>1,731</b>	<b>378</b>	<b>594</b>
<b>Total Service Cost</b>	<b>460</b>	<b>56</b>	<b>868</b>	<b>3,724</b>	<b>1,244</b>	<b>2,146</b>	<b>405</b>	<b>410</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
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<b>Business, Culture &amp; Tourism</b>	<b>Sports Development</b>	<b>Tourism</b>	<b>Town Centre</b>	<b>Portfolio Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Expenditure</b>				
Employees	51	212	104	4,471
Premises	0	2	10	1,302
Supplies & Services	1	39	78	1,084
Third Party Payments	2	100	0	428
Transport	0	1	0	70
<b>Total Controllable Expenditure</b>	<b>55</b>	<b>354</b>	<b>193</b>	<b>7,356</b>
<b>Income</b>				
Fees & Charges	0	(7)	(38)	(1,506)
Government Grants	0	0	0	(60)
Other Grants & Reimbursements	0	(10)	(23)	(756)
Rents	0	0	0	(52)
Sales	0	0	0	(140)
<b>Total Controllable Income</b>	<b>0</b>	<b>(17)</b>	<b>(61)</b>	<b>(2,515)</b>
<b>Net Expenditure/(Income)</b>	<b>55</b>	<b>337</b>	<b>132</b>	<b>4,841</b>
<b>Memorandum Items</b>				
<i>Depreciation</i>	<i>0</i>	<i>0</i>	<i>16</i>	<i>3,116</i>
<i>Investment Asset Revaluation Gain</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Government Capital Grants</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>Capital Charges</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>3,116</b>
<i>MATS</i>	<i>8</i>	<i>33</i>	<i>14</i>	<i>1,558</i>
<i>Accommodation Charges</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>34</i>
<i>Departmental Support</i>	<i>26</i>	<i>63</i>	<i>26</i>	<i>474</i>
<i>Recharges</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>Net Support Services</b>	<b>35</b>	<b>96</b>	<b>40</b>	<b>2,066</b>
<b>Total Uncontrollable</b>	<b>35</b>	<b>96</b>	<b>56</b>	<b>5,182</b>
<b>Total Service Cost</b>	<b>90</b>	<b>433</b>	<b>188</b>	<b>10,023</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
<b>Children and Learning</b>									
<b>Childrens Social Care</b>									
Children Fieldwork Services	5,480	(5)	<b>5,475</b>	6,883	(5)	<b>6,878</b>	6,087	(5)	<b>6,082</b>
Children with Disabilities	1,179	(178)	<b>1,001</b>	1,354	(173)	<b>1,181</b>	1,250	(178)	<b>1,072</b>
Childrens Specialist Support and Commissioning	2,784	(171)	<b>2,613</b>	2,823	(201)	<b>2,622</b>	2,832	(184)	<b>2,648</b>
Inhouse Fostering and Adoption	5,089	(166)	<b>4,923</b>	5,305	(295)	<b>5,010</b>	5,618	(211)	<b>5,407</b>
Leaving Care Placements and Resources	1,903	(656)	<b>1,247</b>	2,830	(1,187)	<b>1,643</b>	2,291	(1,023)	<b>1,268</b>
Private Voluntary Independent Provider Placement	4,175	(120)	<b>4,055</b>	8,978	(165)	<b>8,813</b>	6,550	(120)	<b>6,430</b>
<b>Education and Schools</b>									
Early Years Development and Child Care Partners	11,494	(10,057)	<b>1,437</b>	11,763	(10,280)	<b>1,483</b>	11,833	(10,471)	<b>1,362</b>
High Needs Educational Funding	12,402	(11,344)	<b>1,058</b>	13,419	(12,277)	<b>1,142</b>	13,446	(12,259)	<b>1,187</b>
School Support and Education Transport	6,918	(4,526)	<b>2,392</b>	5,590	(3,381)	<b>2,209</b>	8,652	(6,328)	<b>2,324</b>
Southend Adult Community College	3,263	(3,186)	<b>77</b>	2,277	(2,200)	<b>77</b>	2,277	(2,200)	<b>77</b>
<b>Maintained Schools Delegated</b>									
Maintained Schools Delegated Budgets	21,656	(21,656)	<b>0</b>	21,656	(21,656)	<b>0</b>	22,569	(22,569)	<b>0</b>
Pupil Premium	2,500	(2,500)	<b>0</b>	2,500	(2,500)	<b>0</b>	2,500	(2,500)	<b>0</b>
<b>Youth and Family Support</b>									
Early Help and Family Support	2,080	(1,203)	<b>877</b>	2,184	(1,118)	<b>1,066</b>	2,018	(1,258)	<b>760</b>
Youth Offending Service	1,993	(574)	<b>1,419</b>	1,887	(465)	<b>1,422</b>	2,035	(532)	<b>1,503</b>
Youth Service	520	(46)	<b>474</b>	473	(23)	<b>450</b>	538	(46)	<b>492</b>
<b>Children and Learning Total</b>	<b>83,436</b>	<b>(56,388)</b>	<b>27,048</b>	<b>89,922</b>	<b>(55,926)</b>	<b>33,996</b>	<b>90,495</b>	<b>(59,883)</b>	<b>30,612</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn £000s	Budget £000s
<b>Children and Learning</b>			
<b>Expenditure</b>			
Employees	16,777	18,189	17,576
Premises	313	294	301
Transport	625	1,066	1,808
Supplies & Services	20,179	19,744	19,903
Third Party Payments	18,196	23,300	22,463
Transfer Payments	27,345	27,329	28,445
<b>Expenditure Total</b>	<b>83,436</b>	<b>89,922</b>	<b>90,495</b>
<b>Income</b>			
Government Grants	(54,508)	(53,944)	(57,903)
Other Grants & Reimbursements	(785)	(956)	(863)
Sales	(49)	(121)	(144)
Fees & Charges	(988)	(808)	(875)
Rents	(58)	(58)	(58)
Other Internal Charges	0	(40)	(40)
<b>Income Total</b>	<b>(56,388)</b>	<b>(55,926)</b>	<b>(59,883)</b>
<b>Net Expenditure/(Income)</b>	<b>27,048</b>	<b>33,996</b>	<b>30,612</b>
<b>Memorandum Items</b>			
Depreciation	15,324	15,324	5,048
Government Capital Grants	(7,742)	(7,742)	(862)
MATS	4,140	4,140	3,998
Accommodation Charges	610	610	427
Departmental Support	1,507	1,507	1,323
<b>Memorandum Items Total</b>	<b>13,839</b>	<b>13,839</b>	<b>9,934</b>
<b>Total Service Cost</b>	<b>40,887</b>	<b>47,835</b>	<b>40,546</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Children and Learning	Children Fieldwork Services	Children with Disabilities	Childrens Specialist Support and Commissioning	Early Help and Family Support	Early Years Development and Child Care Partnership	High Needs Educational Funding	Inhouse Fostering and Adoption	Leaving Care Placements and Resources	Maintained Schools Delegated Budgets
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Expenditure</b>									
Employees	4,965	402	2,228	1,908	133	1,584	1,232	481	0
Premises	62	26	3	2	5	0	0	4	0
Supplies & Services	571	116	232	48	11,250	2,687	193	1,627	0
Third Party Payments	197	194	101	32	444	7,082	4,147	165	0
Transfer Payments	0	479	255	0	0	2,079	0	0	22,569
Transport	292	32	14	27	1	14	46	14	0
<b>Total Controllable Expenditure</b>	<b>6,087</b>	<b>1,250</b>	<b>2,832</b>	<b>2,018</b>	<b>11,833</b>	<b>13,446</b>	<b>5,618</b>	<b>2,291</b>	<b>22,569</b>
<b>Income</b>									
Fees & Charges	0	0	(33)	(94)	0	(192)	0	0	0
Government Grants	0	0	(10)	(1,164)	(10,471)	(12,067)	0	(1,023)	(22,569)
Other Grants & Reimbursements	(5)	(178)	(141)	0	0	0	(211)	0	0
Other Internal Charges	0	0	0	0	0	0	0	0	0
Rents	0	0	0	0	0	0	0	0	0
Sales	0	0	0	0	0	0	0	0	0
<b>Total Controllable Income</b>	<b>(5)</b>	<b>(178)</b>	<b>(184)</b>	<b>(1,258)</b>	<b>(10,471)</b>	<b>(12,259)</b>	<b>(211)</b>	<b>(1,023)</b>	<b>(22,569)</b>
<b>Net Expenditure/(Income)</b>	<b>6,082</b>	<b>1,072</b>	<b>2,648</b>	<b>760</b>	<b>1,362</b>	<b>1,187</b>	<b>5,407</b>	<b>1,268</b>	<b>0</b>
<b>Memorandum Items</b>									
<i>Depreciation</i>	6	0	0	0	14	0	0	0	0
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	0	0	0	0	0	0	0	0
<b>Capital Charges</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>MATS</i>	779	68	368	873	92	276	179	71	0
<i>Accommodation Charges</i>	79	0	46	63	4	42	41	15	0
<i>Departmental Support</i>	384	27	847	0	0	0	37	0	0
<i>Recharges</i>	0	0	0	0	0	0	0	0	0
<b>Net Support Services</b>	<b>1,242</b>	<b>95</b>	<b>1,261</b>	<b>936</b>	<b>96</b>	<b>318</b>	<b>257</b>	<b>86</b>	<b>0</b>
<b>Total Uncontrollable</b>	<b>1,248</b>	<b>95</b>	<b>1,261</b>	<b>936</b>	<b>110</b>	<b>318</b>	<b>257</b>	<b>86</b>	<b>0</b>
<b>Total Service Cost</b>	<b>7,330</b>	<b>1,167</b>	<b>3,909</b>	<b>1,696</b>	<b>1,472</b>	<b>1,505</b>	<b>5,664</b>	<b>1,354</b>	<b>0</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Children and Learning	Private Voluntary Independent Provider Placements £000s	Pupil Premium £000s	School Support and Education Transport £000s	Southend Adult Community College £000s	Youth Offending Service £000s	Youth Service £000s	Portfolio Total £000s
<b>Expenditure</b>							
Employees	0	120	2,123	77	1,932	391	17,576
Premises	0	0	105	0	0	92	301
Supplies & Services	0	150	758	2,200	36	36	19,903
Third Party Payments	6,550	230	3,283	0	38	0	22,463
Transfer Payments	0	2,000	1,063	0	0	0	28,445
Transport	0	0	1,320	0	29	18	1,808
<b>Total Controllable Expenditure</b>	<b>6,550</b>	<b>2,500</b>	<b>8,652</b>	<b>2,277</b>	<b>2,035</b>	<b>538</b>	<b>90,495</b>
<b>Income</b>							
Fees & Charges	0	0	(556)	0	0	0	(875)
Government Grants	0	(2,500)	(5,526)	(2,200)	(374)	0	(57,903)
Other Grants & Reimbursements	(120)	0	(51)	0	(158)	0	(863)
Other Internal Charges	0	0	(40)	0	0	0	(40)
Rents	0	0	(58)	0	0	0	(58)
Sales	0	0	(98)	0	0	(46)	(144)
<b>Total Controllable Income</b>	<b>(120)</b>	<b>(2,500)</b>	<b>(6,328)</b>	<b>(2,200)</b>	<b>(532)</b>	<b>(46)</b>	<b>(59,883)</b>
<b>Net Expenditure/(Income)</b>	<b>6,430</b>	<b>0</b>	<b>2,324</b>	<b>77</b>	<b>1,503</b>	<b>492</b>	<b>30,612</b>
<b>Memorandum Items</b>							
<i>Depreciation</i>	0	0	4,898	115	0	15	5,048
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	0	(862)	0	0	0	(862)
<b>Capital Charges</b>	<b>0</b>	<b>0</b>	<b>4,036</b>	<b>115</b>	<b>0</b>	<b>15</b>	<b>4,186</b>
<i>MATS</i>	8	21	861	22	306	74	3,998
<i>Accommodation Charges</i>	0	0	44	0	93	0	427
<i>Departmental Support</i>	28	0	0	0	0	0	1,323
<i>Recharges</i>	0	0	0	0	0	0	0
<b>Net Support Services</b>	<b>36</b>	<b>21</b>	<b>905</b>	<b>22</b>	<b>399</b>	<b>74</b>	<b>5,748</b>
<b>Total Uncontrollable</b>	<b>36</b>	<b>21</b>	<b>4,941</b>	<b>137</b>	<b>399</b>	<b>89</b>	<b>9,934</b>
<b>Total Service Cost</b>	<b>6,466</b>	<b>21</b>	<b>7,265</b>	<b>214</b>	<b>1,902</b>	<b>581</b>	<b>40,546</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
<b>Community Safety and Customer Contact</b>									
<b>Cemeteries and Crematorium</b>									
Cemeteries and Crematorium	1,027	(2,640)	<b>(1,613)</b>	1,125	(2,515)	<b>(1,390)</b>	1,078	(2,692)	<b>(1,614)</b>
<b>Community Safety</b>									
Closed Circuit Television	509	(34)	<b>475</b>	494	(34)	<b>460</b>	534	(35)	<b>499</b>
Community Safety	607	(32)	<b>575</b>	622	(32)	<b>590</b>	700	(32)	<b>668</b>
<b>Customer Services</b>									
Customer Services Centre	2,192	(303)	<b>1,889</b>	2,038	(303)	<b>1,735</b>	2,313	(309)	<b>2,004</b>
Registration of Births Deaths and Marriages	351	(387)	<b>(36)</b>	339	(437)	<b>(98)</b>	366	(470)	<b>(104)</b>
<b>Regulatory Services</b>									
Regulatory Business	29	(14)	<b>15</b>	47	(14)	<b>33</b>	29	(15)	<b>14</b>
Regulatory Licensing	118	(478)	<b>(360)</b>	124	(314)	<b>(190)</b>	118	(488)	<b>(370)</b>
Regulatory Management	1,165	0	<b>1,165</b>	1,102	0	<b>1,102</b>	1,228	0	<b>1,228</b>
Regulatory Protection	63	(13)	<b>50</b>	103	(13)	<b>90</b>	72	(14)	<b>58</b>
<b>Community Safety and Customer Contact Total</b>	<b>6,058</b>	<b>(3,900)</b>	<b>2,158</b>	<b>5,992</b>	<b>(3,661)</b>	<b>2,331</b>	<b>6,438</b>	<b>(4,053)</b>	<b>2,385</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn £000s	Budget £000s
<b>Community Safety and Customer Contact</b>			
<b>Expenditure</b>			
Employees	5,112	4,908	5,276
Premises	283	306	304
Transport	38	41	38
Supplies & Services	537	618	736
Third Party Payments	88	119	84
<b>Expenditure Total</b>	<b>6,058</b>	<b>5,992</b>	<b>6,438</b>
<b>Income</b>			
Other Grants & Reimbursements	(32)	(32)	(35)
Sales	(7)	(7)	(6)
Fees & Charges	(3,847)	(3,608)	(3,996)
Rents	(15)	(15)	(15)
<b>Income Total</b>	<b>(3,900)</b>	<b>(3,661)</b>	<b>(4,053)</b>
<b>Net Expenditure/(Income)</b>	<b>2,158</b>	<b>2,331</b>	<b>2,385</b>
<b>Memorandum Items</b>			
Depreciation	172	172	257
MATS	1,245	1,245	1,185
Accommodation Charges	202	202	170
Departmental Support	1,758	1,758	1,950
Recharges	(3,894)	(3,894)	(4,041)
<b>Memorandum Items Total</b>	<b>(517)</b>	<b>(517)</b>	<b>(479)</b>
<b>Total Service Cost</b>	<b>1,641</b>	<b>1,814</b>	<b>1,906</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

<b>Community Safety and Customer Contact</b>	<b>Cemeteries and Crematorium</b>	<b>Closed Circuit Television</b>	<b>Community Safety</b>	<b>Customer Services Centre</b>	<b>Registration of Births Deaths and Marriages</b>	<b>Regulatory Business</b>	<b>Regulatory Licensing</b>	<b>Regulatory Management</b>	<b>Regulatory Protection</b>	<b>Portfolio Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Expenditure</b>										
Employees	619	410	456	2,148	339	0	44	1,201	59	5,276
Premises	275	8	14	1	6	0	0	0	0	304
Supplies & Services	155	116	197	162	21	19	36	16	13	736
Third Party Payments	11	0	30	0	0	10	34	0	0	84
Transport	18	0	2	2	1	0	5	10	0	38
<b>Total Controllable Expenditure</b>	<b>1,078</b>	<b>534</b>	<b>700</b>	<b>2,313</b>	<b>366</b>	<b>29</b>	<b>118</b>	<b>1,228</b>	<b>72</b>	<b>6,438</b>
<b>Income</b>										
Fees & Charges	(2,689)	(35)	0	(309)	(453)	(11)	(486)	0	(14)	(3,996)
Other Grants & Reimbursements	0	0	(32)	0	0	(3)	0	0	0	(35)
Rents	0	0	0	0	(15)	0	0	0	0	(15)
Sales	(3)	0	0	0	(1)	0	(2)	0	0	(6)
<b>Total Controllable Income</b>	<b>(2,692)</b>	<b>(35)</b>	<b>(32)</b>	<b>(309)</b>	<b>(470)</b>	<b>(15)</b>	<b>(488)</b>	<b>0</b>	<b>(14)</b>	<b>(4,053)</b>
<b>Net Expenditure/(Income)</b>	<b>(1,614)</b>	<b>499</b>	<b>668</b>	<b>2,004</b>	<b>(104)</b>	<b>14</b>	<b>(370)</b>	<b>1,228</b>	<b>58</b>	<b>2,385</b>
<b>Memorandum Items</b>										
<i>Depreciation</i>	127	130	0	0	0	0	0	0	0	257
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	0	0	0	0	0	0	0	0	0
<b>Capital Charges</b>	<b>127</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>257</b>
<i>MATS</i>	104	88	89	404	143	2	189	158	8	1,185
<i>Accommodation Charges</i>	0	0	0	106	24	0	0	39	1	170
<i>Departmental Support</i>	0	29	29	60	8	703	695	46	380	1,950
<i>Recharges</i>	0	0	0	(2,572)	0	0	0	(1,469)	0	(4,041)
<b>Net Support Services</b>	<b>104</b>	<b>117</b>	<b>118</b>	<b>(2,002)</b>	<b>175</b>	<b>705</b>	<b>884</b>	<b>(1,226)</b>	<b>389</b>	<b>(736)</b>
<b>Total Uncontrollable</b>	<b>231</b>	<b>247</b>	<b>118</b>	<b>(2,002)</b>	<b>175</b>	<b>705</b>	<b>884</b>	<b>(1,226)</b>	<b>389</b>	<b>(479)</b>
<b>Total Service Cost</b>	<b>(1,383)</b>	<b>746</b>	<b>786</b>	<b>2</b>	<b>71</b>	<b>719</b>	<b>514</b>	<b>2</b>	<b>447</b>	<b>1,906</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
<b>Environment and Planning</b>									
<b>Energy</b>									
Climate Change	55	(163)	<b>(108)</b>	67	(144)	<b>(77)</b>	476	(394)	<b>82</b>
<b>Flooding</b>									
Flood and Sea Defence	414	(13)	<b>401</b>	314	(13)	<b>301</b>	414	(13)	<b>401</b>
<b>Parks and Open Spaces</b>									
Amenity Services Organisation	3,931	(600)	<b>3,331</b>	3,986	(600)	<b>3,386</b>	4,058	(612)	<b>3,446</b>
Parks and Amenities Management	1,492	(446)	<b>1,046</b>	1,523	(546)	<b>977</b>	1,517	(455)	<b>1,062</b>
<b>Planning</b>									
Building Control	457	(451)	<b>6</b>	499	(483)	<b>16</b>	449	(460)	<b>(11)</b>
Development Control	923	(656)	<b>267</b>	1,113	(806)	<b>307</b>	1,038	(750)	<b>288</b>
Regional and Local Town Plan	735	0	<b>735</b>	726	0	<b>726</b>	830	0	<b>830</b>
<b>Waste and Street Scene</b>									
Enterprise Tourism and Environment Central Pool	1,505	0	<b>1,505</b>	1,470	0	<b>1,470</b>	1,519	0	<b>1,519</b>
Environmental Care	228	(4)	<b>224</b>	225	(4)	<b>221</b>	228	(4)	<b>224</b>
Household Recycling	489	(7)	<b>482</b>	498	(7)	<b>491</b>	498	(7)	<b>491</b>
Public Conveniences	498	0	<b>498</b>	504	0	<b>504</b>	504	0	<b>504</b>
Street Cleansing	1,392	0	<b>1,392</b>	1,518	0	<b>1,518</b>	1,418	0	<b>1,418</b>
Waste Collection	4,993	0	<b>4,993</b>	5,039	0	<b>5,039</b>	5,088	0	<b>5,088</b>
Waste Disposal	5,037	0	<b>5,037</b>	4,527	0	<b>4,527</b>	4,469	0	<b>4,469</b>
Waste Management	281	0	<b>281</b>	382	(230)	<b>152</b>	289	(230)	<b>59</b>
<b>Environment and Planning Total</b>	<b>22,429</b>	<b>(2,339)</b>	<b>20,090</b>	<b>22,390</b>	<b>(2,832)</b>	<b>19,558</b>	<b>22,796</b>	<b>(2,925)</b>	<b>19,871</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn £000s	Budget £000s
<b>Environment and Planning</b>			
<b>Expenditure</b>			
Employees	7,163	7,383	7,885
Premises	498	588	498
Transport	461	455	461
Supplies & Services	1,387	1,460	1,462
Third Party Payments	12,920	12,504	12,490
<b>Expenditure Total</b>	<b>22,429</b>	<b>22,390</b>	<b>22,796</b>
<b>Income</b>			
Government Grants	(13)	(13)	(13)
Other Grants & Reimbursements	0	(230)	(546)
Sales	(4)	(4)	0
Fees & Charges	(2,309)	(2,572)	(2,353)
Rents	(13)	(13)	(14)
<b>Income Total</b>	<b>(2,339)</b>	<b>(2,832)</b>	<b>(2,925)</b>
<b>Net Expenditure/(Income)</b>	<b>20,090</b>	<b>19,558</b>	<b>19,871</b>
<b>Memorandum Items</b>			
Depreciation	745	745	693
Government Capital Grants	(50)	(50)	(35)
MATS	1,939	1,939	1,673
Accommodation Charges	170	170	121
Departmental Support	701	701	418
Recharges	(1,797)	(1,797)	(1,645)
<b>Memorandum Items Total</b>	<b>1,708</b>	<b>1,708</b>	<b>1,225</b>
<b>Total Service Cost</b>	<b>21,798</b>	<b>21,266</b>	<b>21,096</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Environment and Planning	Amenity Services Organisation	Building Control	Climate Change	Development Control	Enterprise Tourism and Environment Central Pool	Environmental Care	Flood and Sea Defence	Household Recycling
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Expenditure</b>								
Employees	3,091	439	447	906	1,492	177	75	0
Premises	55	0	0	0	0	0	66	0
Supplies & Services	390	3	27	124	23	16	46	0
Third Party Payments	128	0	0	0	0	18	227	498
Transport	394	7	2	8	4	18	0	0
<b>Total Controllable Expenditure</b>	<b>4,058</b>	<b>449</b>	<b>476</b>	<b>1,038</b>	<b>1,519</b>	<b>228</b>	<b>414</b>	<b>498</b>
<b>Income</b>								
Fees & Charges	(612)	(460)	(79)	(750)	0	(4)	0	0
Government Grants	0	0	0	0	0	0	(13)	0
Other Grants & Reimbursements	0	0	(316)	0	0	0	0	0
Rents	0	0	0	0	0	0	0	(7)
Sales	0	0	0	0	0	0	0	0
<b>Total Controllable Income</b>	<b>(612)</b>	<b>(460)</b>	<b>(394)</b>	<b>(750)</b>	<b>0</b>	<b>(4)</b>	<b>(13)</b>	<b>(7)</b>
<b>Net Expenditure/(Income)</b>	<b>3,446</b>	<b>(11)</b>	<b>82</b>	<b>288</b>	<b>1,519</b>	<b>224</b>	<b>401</b>	<b>491</b>
<b>Memorandum Items</b>								
<i>Depreciation</i>	23	0	0	0	0	0	341	0
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	0	0	0	0	0	0	0
<b>Capital Charges</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>341</b>	<b>0</b>
<i>MATS</i>	519	118	83	239	202	29	12	0
<i>Accommodation Charges</i>	0	10	4	23	53	4	0	0
<i>Departmental Support</i>	22	49	10	45	0	17	18	13
<i>Recharges</i>	0	0	0	0	(1,645)	0	0	0
<b>Net Support Services</b>	<b>541</b>	<b>177</b>	<b>97</b>	<b>307</b>	<b>(1,390)</b>	<b>50</b>	<b>30</b>	<b>13</b>
<b>Total Uncontrollable</b>	<b>564</b>	<b>177</b>	<b>97</b>	<b>307</b>	<b>(1,390)</b>	<b>50</b>	<b>371</b>	<b>13</b>
<b>Total Service Cost</b>	<b>4,010</b>	<b>166</b>	<b>179</b>	<b>595</b>	<b>129</b>	<b>274</b>	<b>772</b>	<b>504</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Environment and Planning	Parks and Amenities Management	Public Conveniences	Regional and Local Town Plan	Street Cleansing	Waste Collection	Waste Disposal	Waste Management	Portfolio Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Expenditure</b>								
Employees	568	0	410	0	0	0	279	7,885
Premises	189	181	0	7	0	0	0	498
Supplies & Services	384	10	416	13	0	0	9	1,462
Third Party Payments	353	313	0	1,398	5,088	4,469	0	12,490
Transport	24	0	4	0	0	0	1	461
<b>Total Controllable Expenditure</b>	<b>1,517</b>	<b>504</b>	<b>830</b>	<b>1,418</b>	<b>5,088</b>	<b>4,469</b>	<b>289</b>	<b>22,796</b>
<b>Income</b>								
Fees & Charges	(449)	0	0	0	0	0	0	(2,353)
Government Grants	0	0	0	0	0	0	0	(13)
Other Grants & Reimbursements	0	0	0	0	0	0	(230)	(546)
Rents	(6)	0	0	0	0	0	0	(14)
Sales	0	0	0	0	0	0	0	0
<b>Total Controllable Income</b>	<b>(455)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(230)</b>	<b>(2,925)</b>
<b>Net Expenditure/(Income)</b>	<b>1,062</b>	<b>504</b>	<b>830</b>	<b>1,418</b>	<b>5,088</b>	<b>4,469</b>	<b>59</b>	<b>19,871</b>
<b>Memorandum Items</b>								
<i>Depreciation</i>	203	93	0	3	0	0	30	693
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0	0	0
<i>Government Capital Grants</i>	(35)	0	0	0	0	0	0	(35)
<b>Capital Charges</b>	<b>168</b>	<b>93</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>658</b>
<i>MATS</i>	266	64	85	0	5	8	43	1,673
<i>Accommodation Charges</i>	11	0	7	0	0	0	9	121
<i>Departmental Support</i>	107	13	20	13	22	19	50	418
<i>Recharges</i>	0	0	0	0	0	0	0	(1,645)
<b>Net Support Services</b>	<b>384</b>	<b>77</b>	<b>112</b>	<b>13</b>	<b>27</b>	<b>27</b>	<b>102</b>	<b>567</b>
<b>Total Uncontrollable</b>	<b>552</b>	<b>170</b>	<b>112</b>	<b>16</b>	<b>27</b>	<b>27</b>	<b>132</b>	<b>1,225</b>
<b>Total Service Cost</b>	<b>1,614</b>	<b>674</b>	<b>942</b>	<b>1,434</b>	<b>5,115</b>	<b>4,496</b>	<b>191</b>	<b>21,096</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
<b>Health and Adult Social Care</b>									
<b>Adult Social Care</b>									
Adult Support Services and Management	498	0	<b>498</b>	464	0	<b>464</b>	509	0	<b>509</b>
Business Support Team	1,744	(180)	<b>1,564</b>	1,870	(152)	<b>1,718</b>	1,881	(154)	<b>1,727</b>
Healthwatch Regulation	123	(69)	<b>54</b>	119	(69)	<b>50</b>	123	(69)	<b>54</b>
Older People	28,768	(18,182)	<b>10,586</b>	29,712	(20,652)	<b>9,060</b>	30,009	(20,745)	<b>9,264</b>
Other Community Services	5,720	(5,017)	<b>703</b>	4,504	(2,181)	<b>2,323</b>	4,577	(2,708)	<b>1,869</b>
People with a Learning Disability	14,499	(1,874)	<b>12,625</b>	15,683	(2,649)	<b>13,034</b>	15,550	(1,890)	<b>13,660</b>
People with a Physical or Sensory Impairment	5,192	(1,254)	<b>3,938</b>	5,302	(1,294)	<b>4,008</b>	5,588	(1,306)	<b>4,282</b>
People with Mental Health Needs	4,456	(396)	<b>4,060</b>	4,860	(582)	<b>4,278</b>	4,629	(395)	<b>4,234</b>
Strategy, Development and Commissioning	2,785	(786)	<b>1,999</b>	3,256	(940)	<b>2,316</b>	3,459	(958)	<b>2,501</b>
<b>Health</b>									
Drug and Alcohol Action Team	2,282	(2,187)	<b>95</b>	2,282	(2,187)	<b>95</b>	2,469	(2,187)	<b>282</b>
Public Health	6,145	(6,369)	<b>(224)</b>	6,203	(6,249)	<b>(46)</b>	6,426	(6,612)	<b>(186)</b>
Young Persons Drug and Alcohol Team	272	(265)	<b>7</b>	272	(265)	<b>7</b>	277	(265)	<b>12</b>
<b>Voluntary and Community Services</b>									
Support to Voluntary Sector	701	0	<b>701</b>	703	0	<b>703</b>	701	0	<b>701</b>
<b>Health and Adult Social Care Total</b>	<b>73,183</b>	<b>(36,580)</b>	<b>36,603</b>	<b>75,230</b>	<b>(37,220)</b>	<b>38,010</b>	<b>76,197</b>	<b>(37,289)</b>	<b>38,908</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn £000s	Budget £000s
<b>Health and Adult Social Care</b>			
<b>Expenditure</b>			
Employees	15,509	17,790	17,775
Premises	265	309	271
Transport	463	560	453
Supplies & Services	4,647	5,376	5,254
Third Party Payments	52,400	51,295	52,444
Transfer Payments	(100)	(100)	0
<b>Expenditure Total</b>	<b>73,183</b>	<b>75,230</b>	<b>76,197</b>
<b>Income</b>			
Government Grants	(9,633)	(9,477)	(9,840)
Other Grants & Reimbursements	(15,759)	(16,214)	(15,990)
Fees & Charges	(11,187)	(11,529)	(11,411)
Rents	0	0	(48)
<b>Income Total</b>	<b>(36,580)</b>	<b>(37,220)</b>	<b>(37,289)</b>
<b>Net Expenditure/(Income)</b>	<b>36,604</b>	<b>38,010</b>	<b>38,908</b>
<b>Memorandum Items</b>			
Depreciation	194	194	1,640
MATS	2,939	2,939	3,684
Accommodation Charges	534	534	400
Departmental Support	4,576	4,576	4,685
Recharges	(6,440)	(6,440)	(7,419)
<b>Memorandum Items Total</b>	<b>1,803</b>	<b>1,803</b>	<b>2,990</b>
<b>Total Service Cost</b>	<b>38,407</b>	<b>39,813</b>	<b>41,898</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Health and Adult Social Care	Adult Support Services and Management	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
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Expenditure</b>								
Employees	497	1,671	242	0	2,293	3,293	577	1,244
Premises	0	0	1	0	42	2	15	197
Supplies & Services	9	59	1,954	123	434	239	5	592
Third Party Payments	1	136	268	0	27,229	1,030	14,648	3,509
Transfer Payments	0	0	0	0	0	0	0	0
Transport	2	15	3	0	11	13	304	45
<b>Total Controllable Expenditure</b>	<b>509</b>	<b>1,881</b>	<b>2,469</b>	<b>123</b>	<b>30,009</b>	<b>4,577</b>	<b>15,550</b>	<b>5,588</b>
<b>Income</b>								
Fees & Charges	0	(111)	0	0	(9,962)	0	(757)	(203)
Government Grants	0	0	(2,133)	(69)	0	(42)	0	(419)
Other Grants & Reimbursements	0	(42)	(54)	0	(10,783)	(2,666)	(1,134)	(636)
Rents	0	0	0	0	0	0	0	(48)
<b>Total Controllable Income</b>	<b>0</b>	<b>(154)</b>	<b>(2,187)</b>	<b>(69)</b>	<b>(20,745)</b>	<b>(2,708)</b>	<b>(1,890)</b>	<b>(1,306)</b>
<b>Net Expenditure/(Income)</b>	<b>509</b>	<b>1,727</b>	<b>282</b>	<b>54</b>	<b>9,264</b>	<b>1,869</b>	<b>13,660</b>	<b>4,282</b>
<b>Memorandum Items</b>								
Depreciation	52	0	0	0	890	0	698	0
Investment Asset Revaluation Gain	0	0	0	0	0	0	0	0
Government Capital Grants	0	0	0	0	0	0	0	0
<b>Capital Charges</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>890</b>	<b>0</b>	<b>698</b>	<b>0</b>
MATS	45	410	59	1	598	623	247	236
Accommodation Charges	8	75	6	0	37	96	22	13
Departmental Support	0	0	0	11	1,778	111	642	371
Recharges	(562)	(2,099)	0	0	0	0	0	(119)
<b>Net Support Services</b>	<b>(509)</b>	<b>(1,614)</b>	<b>65</b>	<b>12</b>	<b>2,413</b>	<b>830</b>	<b>911</b>	<b>501</b>
<b>Total Uncontrollable</b>	<b>(457)</b>	<b>(1,614)</b>	<b>65</b>	<b>12</b>	<b>3,303</b>	<b>830</b>	<b>1,609</b>	<b>501</b>
<b>Total Service Cost</b>	<b>52</b>	<b>113</b>	<b>347</b>	<b>66</b>	<b>12,567</b>	<b>2,699</b>	<b>15,269</b>	<b>4,783</b>

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Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

Health and Adult Social Care	People with Mental Health Needs	Public Health	Strategy, Development and Commissioning	Support to Voluntary Sector	Young Persons Drug and Alcohol Team	Portfolio Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Expenditure</b>						
Employees	890	3,524	3,274	0	269	17,775
Premises	2	9	0	4	0	271
Supplies & Services	6	953	176	697	7	5,254
Third Party Payments	3,719	1,903	0	0	0	52,444
Transfer Payments	0	0	0	0	0	0
Transport	12	38	9	0	1	453
<b>Total Controllable Expenditure</b>	<b>4,629</b>	<b>6,426</b>	<b>3,459</b>	<b>701</b>	<b>277</b>	<b>76,197</b>
<b>Income</b>						
Fees & Charges	(353)	0	(25)	0	0	(11,411)
Government Grants	0	(6,612)	(300)	0	(265)	(9,840)
Other Grants & Reimbursements	(42)	0	(633)	0	0	(15,990)
Rents	0	0	0	0	0	(48)
<b>Total Controllable Income</b>	<b>(395)</b>	<b>(6,612)</b>	<b>(958)</b>	<b>0</b>	<b>(265)</b>	<b>(37,289)</b>
<b>Net Expenditure/(Income)</b>	<b>4,234</b>	<b>(186)</b>	<b>2,501</b>	<b>701</b>	<b>12</b>	<b>38,908</b>
<b>Memorandum Items</b>						
<i>Depreciation</i>	0	0	0	0	0	1,640
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	0	0	0	0	0
<b>Capital Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,640</b>
<i>MATS</i>	215	667	533	0	50	3,684
<i>Accommodation Charges</i>	0	59	74	0	10	400
<i>Departmental Support</i>	520	1,252	0	0	0	4,685
<i>Recharges</i>	0	(1,235)	(3,404)	0	0	(7,419)
<b>Net Support Services</b>	<b>735</b>	<b>743</b>	<b>(2,797)</b>	<b>0</b>	<b>60</b>	<b>1,350</b>
<b>Total Uncontrollable</b>	<b>735</b>	<b>743</b>	<b>(2,797)</b>	<b>0</b>	<b>60</b>	<b>2,990</b>
<b>Total Service Cost</b>	<b>4,969</b>	<b>557</b>	<b>(296)</b>	<b>701</b>	<b>72</b>	<b>41,898</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

### Contingency

	Estimate for 2019/20		Estimate 2020/21
	Original	Probable Outturn	
	£000s	£000s	£000s
<b>Contingency Sums</b>			
General Contingency	2,070	2,400	2,617
Childrens Social Care Contingency	0	0	3,000
Transformation	1,500	0	0
Benefits	300	0	0
General Inflation	1,240	697	600
<b>Net Expenditure</b>	<b>5,110</b>	<b>3,097</b>	<b>6,217</b>

### Levies etc.

	Estimate for 2019/20		Estimate 2020/21
	Original	Probable Outturn	
	£000s	£000s	£000s
<b>Levies</b>			
Kent & Essex Inshore Fisheries & Conservation Authority	22	22	22
Essex Local Flood Defences	200	201	205
Coroners Court	417	416	418
<b>Leigh Town Council TCTSS Grant</b>	4	4	0
<b>Net Expenditure</b>	<b>643</b>	<b>643</b>	<b>645</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Financing Costs & Interest**

	Estimate for 2019/20		Estimate 2020/21 £000s
	Original £000s	Probable Outturn £000s	
<b>Financing Costs &amp; Interest</b>			
<b>Expenditure</b>			
External Interest on Debt (PWLB)	11,107	11,217	12,506
External Interest on Debt (GIB)	325	325	323
External Interest on Debt (ECC)	317	285	281
Minimum Revenue Provision	3,895	4,108	8,833
Minimum Revenue Provision (ECC)	533	565	569
Minimum Revenue Provision (Leases)	273	273	385
Interest on Balances etc	37	37	37
<b>Total Expenditure</b>	<b>16,487</b>	<b>16,810</b>	<b>22,934</b>
Less Finance Lease Adjustments	(273)	(273)	(385)
Less Interest Charged to HRA	(3,459)	(3,459)	(3,375)
<b>Total Interest &amp; Minimum Revenue Provision Payable</b>	<b>12,755</b>	<b>13,078</b>	<b>19,174</b>
<b>Income</b>			
Interest Earned on Balances	(1,640)	(2,198)	(2,420)
Financial Instruments Reversed	0	450	350
Less Interest Payable to HRA	430	430	430
<b>Total Interest Receivable</b>	<b>(1,210)</b>	<b>(1,318)</b>	<b>(1,640)</b>
<b>Net Expenditure/(Income)</b>	<b>11,545</b>	<b>11,760</b>	<b>17,534</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Housing Revenue Account**

	Estimate for 2019/20		Estimate 2020/21
	Original	Probable Outturn	
	£000s	£000s	£000s
<b>Expenditure</b>			
Employees	206	206	206
Premises (excluding repairs)	806	795	795
Repairs	5,399	5,399	5,657
Supplies & services	85	85	96
Management Fee	5,888	5,888	6,114
Internal Recharge to Service	1,175	1,175	1,249
Provision for bad debts	455	455	455
Depreciation	6,665	6,705	5,364
Interest & Debt Management Charges	3,483	3,483	3,400
<b>Total Expenditure</b>	<b>24,162</b>	<b>24,191</b>	<b>23,336</b>
<b>Income</b>			
Fees and charges	(349)	(349)	(339)
Dwelling Rents	(24,720)	(25,045)	(25,848)
Other Rents	(1,497)	(1,497)	(1,461)
Other	(27)	(20)	(20)
Interest	(430)	(350)	(430)
Recharged to Capital	(467)	(542)	(424)
<b>Total Income</b>	<b>(27,490)</b>	<b>(27,803)</b>	<b>(28,522)</b>
<b>Net Operating Expenditure</b>	<b>(3,328)</b>	<b>(3,612)</b>	<b>(5,186)</b>
Revenue Contribution to Capital Outlay	2,293	2,293	8,708
Appropriation to Earmarked Reserves	1,035	1,319	(3,522)
<b>(Surplus) or Deficit in Year</b>	<b>0</b>	<b>0</b>	<b>0</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Summary of Capital Expenditure  
2020/21 to 2024/25**

	Budget					
	2020/21	2021/22	2022/23	2023/24	2024/25 and future years	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>By Portfolio</b>						
Leader: Housing, ICT, Revenues & Benefits	27,652	21,273	11,865	8,560	13,700	<b>83,050</b>
Deputy Leader: Assets, Highways and Transport	24,247	2,200	1,475	895	600	<b>29,417</b>
Business Culture and Tourism	34,870	17,982	2,750	2,750	2,750	<b>61,102</b>
Children and Learning	6,313	1,200	600			<b>8,113</b>
Community Safety and Customer Contact	1,830	800	66			<b>2,696</b>
Environment and Planning	2,923	5,312	1,242			<b>9,477</b>
Health and Adult Social Care	10,761	200				<b>10,961</b>
<b>Total</b>	<b>108,596</b>	<b>48,967</b>	<b>17,998</b>	<b>12,205</b>	<b>17,050</b>	<b>204,816</b>
<b>By Area of Investment</b>						
General Fund Housing	1,375	577				<b>1,952</b>
Council Housing and New Build Programme	20,205	15,836	8,060	6,560	6,600	<b>57,261</b>
Social Care	11,672	200				<b>11,872</b>
Schools	5,564	1,200	600			<b>7,364</b>
Enterprise and Regeneration	11,601	7,524	2,000	2,000	7,100	<b>30,225</b>
Southend Pier	7,859	7,150	1,250	1,250	1,250	<b>18,759</b>
Culture and Tourism	17,559	5,788	1,500	1,500	1,500	<b>27,847</b>
Community Safety	1,700	800	66			<b>2,566</b>
Highways and Infrastructure	21,738	6,160	2,000	295		<b>30,193</b>
Works to Property	3,434	750	600	600	600	<b>5,984</b>
Energy Saving	1,568	377	117			<b>2,062</b>
ICT	4,220	2,380	1,805			<b>8,405</b>
S106/S38/CIL	101	225				<b>326</b>
<b>Total</b>	<b>108,596</b>	<b>48,967</b>	<b>17,998</b>	<b>12,205</b>	<b>17,050</b>	<b>204,816</b>
<b>Funded by</b>						
Borrowing	50,375	16,905	9,162	5,625	10,450	<b>92,517</b>
Capital Grants	27,043	12,916	659	20		<b>40,638</b>
Third Party Contributions, including Planning	7,651	3,300				<b>10,951</b>
Revenue Contribution	441	10	117			<b>568</b>
GF Capital Receipts	2,881					<b>2,881</b>
<b>General Fund</b>	<b>88,391</b>	<b>33,131</b>	<b>9,938</b>	<b>5,645</b>	<b>10,450</b>	<b>147,555</b>
Borrowing	800	1,800				<b>2,600</b>
HRA Capital Receipts	4,077	2,231	450			<b>6,758</b>
HRA - Revenue Contribution	8,708	5,205	1,050			<b>14,963</b>
Major Repairs Reserve	6,620	6,600	6,560	6,560	6,600	<b>32,940</b>
<b>Housing Revenue Account (HRA)</b>	<b>20,205</b>	<b>15,836</b>	<b>8,060</b>	<b>6,560</b>	<b>6,600</b>	<b>57,261</b>
<b>Total Funding</b>	<b>108,596</b>	<b>48,967</b>	<b>17,998</b>	<b>12,205</b>	<b>17,050</b>	<b>204,816</b>
<b>Schemes Subject to Viable Business Case</b>						
Redevelopment of Civic Area		2,000	8,742			<b>10,742</b>
East Beach Café Project	32					<b>32</b>
Cliffs Pavilion - External Refurbishment Works	900					<b>900</b>
Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction	500	7,000	3,000			<b>10,500</b>
Crematorium Refurbishment	2,400					<b>2,400</b>
<b>Schemes Subject to Viable Business Cases</b>	<b>3,832</b>	<b>9,000</b>	<b>11,742</b>			<b>24,574</b>
Commercial Property Investment						<b>22,278</b>
<b>Total Schemes Subject to Viable Business Cases</b>	<b>3,832</b>	<b>9,000</b>	<b>11,742</b>			<b>46,852</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Capital Investment Programme**  
**Leader: Housing, ICT, Revenues & Benefits**

Scheme	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 and future years £000s	Total £000s
Disabled Facilities Grant	900	577				1,477
Private Sector Housing Strategy	475					475
<b>Total General Fund Housing</b>	<b>1,375</b>	<b>577</b>				<b>1,952</b>
Transforming Care Housing	162					162
<b>Total Adult Social Care</b>	<b>162</b>					<b>162</b>
Bathroom Refurbishment	119	59	52	96		326
Central Heating	161	197	161	771		1,290
Common Areas Improvement	927	864	864	864		3,519
Environmental - H&S works	981	1,080	1,080	1,080		4,221
Kitchen Refurbishments	1,515	1,002	875	1,107		4,499
Rewiring	53	501	739	411		1,704
Roofs	1,037	1,335	1,145	1,187		4,704
Windows and Doors	1,127	862	944	344		3,277
Future Programme (Decent Homes)					6,600	6,600
HRA Disabled Adaptations - Major Adaptations	650	650	650	650		2,600
HRA Disabled Adaptations - Minor Adaptations	50	50	50	50		200
Sheltered Housing DDA works	345					345
Housing Construction Scheme	7,440	4,436				11,876
HRA Affordable Housing Acquisition Programme	5,000	3,000	1,500			9,500
Acquisition of tower block leaseholds - Queensway	800	1,800				2,600
<b>Total Council Housing and New Build Programme</b>	<b>20,205</b>	<b>15,836</b>	<b>8,060</b>	<b>6,560</b>	<b>6,600</b>	<b>57,261</b>
Better Queensway - Programme Management	540	480				1,020
Better Queensway - Loan to Joint Venture	900	2,000	2,000	2,000	7,100	14,000
Housing Infrastructure Feasibility	250					250
<b>Total Enterprise and Regeneration</b>	<b>1,690</b>	<b>2,480</b>	<b>2,000</b>	<b>2,000</b>	<b>7,100</b>	<b>15,270</b>
ICT - Business Enablement	1,735	375				2,110
ICT - Business Services	660					660
ICT - Connected and Smart	350	450	450			1,250
ICT - Cybersecurity	450	300	300			1,050
ICT - Stabilise and Run	785	1,255	1,055			3,095
ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System	200					200
ICT - Cyber Security/Public Services Network	40					40
<b>Total ICT</b>	<b>4,220</b>	<b>2,380</b>	<b>1,805</b>			<b>8,405</b>
<b>Total Capital Investment Schemes</b>	<b>27,652</b>	<b>21,273</b>	<b>11,865</b>	<b>8,560</b>	<b>13,700</b>	<b>83,050</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Capital Investment Programme**  
**Deputy Leader: Assets, Highways and Transport**

Scheme	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 and future years £000s	Total £000s
Carriageways and Footways Improvements	3,000					3,000
Highways Maintenance - Potholes	65					65
Junction Protection	325	325				650
Zebra Crossing Surfacing Replacement	200	200	200			600
Improve Footway Condition Around Highway Trees	150	150	150			450
Street Lighting Infills	125	125	125			375
Traffic Signs Upgrade	200	100	100	100		500
Car Park Improvements	100	100	100	100		400
Car Park Resurfacing	250	250				500
Improved Car Park Signage and Guidance Systems	215					215
Parking Strategy	50					50
LTP (Integrated Transport block) - Bridge Strengthening	300					300
LTP (Integrated Transport block) - Better Sustainable Transport	735					735
LTP (Integrated Transport block) - Better Networks	450					450
LTP (Integrated Transport block) - Traffic Management Schemes	400					400
LTP (Integrated Transport block) - Traffic Control Systems	401					401
LTP - Maintenance	671					671
LTP - Maintenance - Street Lighting	150					150
A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	9,969					9,969
Extension of London Road Public Realm Improvement to Victoria Circus	3,466					3,466
Southend Transport Model	381	200	200	95		876
<b>Total Highways and Infrastructure</b>	<b>21,603</b>	<b>1,450</b>	<b>875</b>	<b>295</b>		<b>24,223</b>
62 Avenue Road - demolition	49					49
Belfairs Park Restaurant/Golf Club Preventative Works	102					102
Civic Campus - Efficient Use of Space	232	150				382
Futures Demolition	485					485
SMAC Eastern Esplanade Slipway	27					27
Civic Centre Boilers	1,259					1,259
Priority Works	490	600	600	600	600	2,890
<b>Total Works to Property</b>	<b>2,644</b>	<b>750</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>5,194</b>
<b>Total Capital Investment Schemes</b>	<b>24,247</b>	<b>2,200</b>	<b>1,475</b>	<b>895</b>	<b>600</b>	<b>29,417</b>
<b>Schemes Subject to Viable Business Case</b>						
Redevelopment of Civic Area		2,000	8,742			10,742
East Beach Café Project	32					32
<b>Total Works to Property</b>	<b>32</b>	<b>2,000</b>	<b>8,742</b>			<b>10,774</b>
Commercial Property Investment						22,278
<b>Total Commercial Property Investment</b>						<b>22,278</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Capital Investment Programme  
Business Culture and Tourism**

Scheme	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 and future years £000s	Total £000s
Airport Business Park (including Local Growth Fund)	8,711	5,044				13,755
Airport Business Park - Acquisition	1,200					1,200
<b>Total Enterprise and Regeneration</b>	<b>9,911</b>	<b>5,044</b>				<b>14,955</b>
Southend Pier - Condition Works Engineers	1,250	1,250	1,250	1,250	1,250	6,250
Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One)	127					127
Southend Pier - Prince George Extension (Phase Two)	1,000	1,158				2,158
Southend Pier - Replacement of Pier Trains	3,000					3,000
Southend Pier - Timber Outer Pier Head	2,482	4,742				7,224
<b>Total Southend Pier</b>	<b>7,859</b>	<b>7,150</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>18,759</b>
Southend Cliffs - Replacement of Handrails	16					16
Allotments Water Supply Upgrade	57	56				113
Southend Tree Policy Review - additional trees	56	57				113
Forum II	13,500	3,950				17,450
Kiosks in Libraries	140					140
Library Review	179					179
Cliffs Pavilion – Auditorium Air Handling Unit	115					115
Cliffs Pavilion – Chiller	150					150
Cliffs Pavilion - External Refurbishment works		215				215
Cliffs Pavilion - Power Supply Equipment	140					140
Joint Theatres and Leisure Centres – Asbestos	115					115
Palace Theatre - Power Supply Equipment	165					165
Central Museum Works	197					197
Cart and Wagon Shed	650					650
Fire Improvement Works	750	750	750	750	750	3,750
"Make Southend Sparkle" Initiative	10	10				20
Property Refurbishment Programme	750	750	750	750	750	3,750
Pump Priming Budget	110					110
<b>Total Culture and Tourism</b>	<b>17,100</b>	<b>5,788</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>27,388</b>
<b>Total Capital Investment Schemes</b>	<b>34,870</b>	<b>17,982</b>	<b>2,750</b>	<b>2,750</b>	<b>2,750</b>	<b>61,102</b>
<b>Schemes Subject to Viable Business Cases</b>						
Cliffs Pavilion - External Refurbishment Works	900					900
<b>Total Culture and Tourism</b>	<b>900</b>					<b>900</b>
Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction	500	7,000	3,000			10,500
<b>Total Southend Pier</b>	<b>500</b>	<b>7,000</b>	<b>3,000</b>			<b>10,500</b>

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Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Capital Investment Programme  
Children and Learning**

Scheme	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 and future years £000s	Total £000s
Chalkwell Hall Infants School replace relocatables (SBC 50%)	109					109
Chalkwell Hall Infants School Energy Project	300					300
Fairways Primary School roof	15					15
Fairways Primary School curtain walling	100					100
Fairways Primary School Pipeworks	26					26
Future Condition Works	290	500	500			1,290
Devolved Formula Capital	100	100	100			300
School Improvement and Provision of School Places	3,762	600				4,362
Special Provision Capital Fund	862					862
<b>Total Schools</b>	<b>5,564</b>	<b>1,200</b>	<b>600</b>			<b>7,364</b>
Children's Residential Care Provision	685					685
AHDC Short Breaks for Disabled Children	64					64
<b>Total Childrens Social Care</b>	<b>749</b>					<b>749</b>
<b>Total Capital Investment Schemes</b>	<b>6,313</b>	<b>1,200</b>	<b>600</b>			<b>8,113</b>

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Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Capital Investment Programme  
Community Safety and Customer Contact**

Scheme	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 and future years £000s	Total £000s
CCTV Equipment Renewal	1,400	800	66			2,266
Security Measures	300					300
<b>Total Community Safety</b>	<b>1,700</b>	<b>800</b>	<b>66</b>			<b>2,566</b>
Cemetery - Ride on Mower	30					30
Cemetery and Crematorium Road and Path Resurfacing	100					100
<b>Total Works to Property</b>	<b>130</b>					<b>130</b>
<b>Total Capital Investment Schemes</b>	<b>1,830</b>	<b>800</b>	<b>66</b>			<b>2,696</b>
<b>Schemes Subject to Viable Business Case</b>						
Crematorium Refurbishment	2,400					2,400
<b>Total Works to Property</b>	<b>2,400</b>					<b>2,400</b>

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Southend on Sea Borough Council  
General Fund Year Ending 31 March 2021

**Capital Investment Programme  
Environment and Planning**

Scheme	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 and future years £000s	Total £000s
Southchurch Park Bowls Pavillion	20					20
Playground Gates	123					123
Replacement and Upgrade of Parks Furniture	30					30
Shoebury Common Regeneration	236					236
Sidmouth Park - Replacement of Play Equipment	50					50
<b>Total Parks</b>	<b>459</b>					<b>459</b>
Coastal Defence (Shoebury Common Sea Defence Scheme)	100	3,695				3,795
Improving Resilience of the Borough to Flooding from Extreme Weather Events	35					35
Flood Prevention Works		1,015	1,125			2,140
<b>Total Sea Defences</b>	<b>135</b>	<b>4,710</b>	<b>1,125</b>			<b>5,970</b>
Public Toilet Provision	660					660
<b>Total Works to Property</b>	<b>660</b>					<b>660</b>
Energy Efficiency Projects	328	277	117			722
Real Time Air Quality Measurement - Feasibility	56					56
Solar PV Projects	938					938
Schools and Council Buildings Solar PV	246	100				346
<b>Total Local Energy Saving</b>	<b>1,568</b>	<b>377</b>	<b>117</b>			<b>2,062</b>
S106 Avenue Works 1401968AMDT - Public Art	15					15
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	35	171				206
S106 Sunlight Ldry 1400411FULM - Public Art	3					3
S106 Avenue Works 1401968AMDT - cycleway improvement	1					1
S38/S278 Airport 0901960 Fulm	47					47
S38 Bellway Homes 14/00943/fulm		46				46
S78 Bellway Homes 14/00943/fulm		8				8
<b>Total S106/S38/CIL</b>	<b>101</b>	<b>225</b>				<b>326</b>
<b>Total Capital Investment Schemes</b>	<b>2,923</b>	<b>5,312</b>	<b>1,242</b>			<b>9,477</b>

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Southend on Sea Borough Council  
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**Capital Investment Programme**  
**Health and Adult Social Care**

Scheme	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 and future years £000s	Total £000s
Community Capacity	125					125
Mental Health Funding Stream	36					36
Delaware and Priory New Build	10,600	200				10,800
<b>Total Adults Social Care</b>	<b>10,761</b>	<b>200</b>				<b>10,961</b>
<b>Total Capital Investment Schemes</b>	<b>10,761</b>	<b>200</b>				<b>10,961</b>

NB: Due to rounding, numbers presented throughout these tables may not add up precisely to the totals indicated.

## Glossary

<b>FTEs</b>	Full time equivalent - the number of employees is expressed as the equivalent number of posts not the number of people.
<b>Objective Summary</b>	The objective summary for each portfolio shows net expenditure classified by service.
<b>Subjective Summary</b>	The subjective summary for each portfolio shows expenditure and income classified by type rather than by service. The standard headings are as follows:-
<b>Employees</b>	<i>Salaries, national insurance and pension costs for employees of the Borough Council as well as other employee related expenses such as agency staff payments, interview expenses, training and relocation.</i>
<b>Premises</b>	<i>Expenses directly related to land and buildings.</i>
<b>Transport</b>	<i>Expenses associated with the provision, hire or use of transport.</i>
<b>Supplies and Services</b>	<i>All direct supplies and service expenses to the Borough Council including equipment, printing, stationery and procurement.</i>
<b>Transfer Payments</b>	<i>Payments to individuals for which no goods and services are received in return by the Borough Council. This heading includes housing and council tax benefit.</i>
<b>Third Party Payments</b>	<i>Payments to external providers in return for the provision of a service. This includes contractors (but not capital work) and consultants.</i>
<b>MATS (Managerial &amp; Technical, Accommodation &amp; Departmental Support)</b>	The charges made by support units within the Borough 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.
<b>Depreciation etc</b>	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.
<b>Government Grants</b>	Specific grants received from Government.
<b>Other Grants and Reimbursements</b>	Grants and contributions towards a specific project received from bodies and partners other than Central Government.
<b>Sales</b>	Sales of goods and services.
<b>Fees and Charges</b>	Charges for the use of Council services such as swimming pools and car parking.
<b>Rents</b>	Income received from the renting out or letting of Council property.
<b>Interest</b>	Interest earned on cash balances.
<b>Government Capital Grants</b>	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.
<b>Other</b>	Income which does not fall within the description of other headings and is not significant enough to warrant a separate description.
<b>Recharges</b>	The value of costs recharged by departmental and corporate support units to front line services.

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### 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 1<sup>st</sup> April 2020 are listed below.

Portfolio	Cabinet Member	Substitute (from amongst Cabinet)
Leader (Housing & Communities)	Ian Gilbert	Ron Woodley
Deputy Leader (Transport, Capital & Inward Investment)	Ron Woodley	Ian Gilbert
Business, Culture & Tourism	Kevin Robinson	Carole Mulroney
Children & Learning	Anne Jones	Trevor Harp
Community Safety & Customer Contact	Martin Terry	Ron Woodley
Environment & Planning	Carole Mulroney	Kevin Robinson
Healthy Communities & Wellbeing	Trevor Harp	Anne Jones

Southend on Sea Borough Council  
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**Officers**

(as at 1<sup>st</sup> April 2020)

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

<b>Name</b>	<b>Role</b>	<b>Budget Areas</b>	<b>Email</b>	<b>External</b>	<b>Internal</b>
Sibo Banda	Senior Finance Business Partner	Housing Health and Adult Social Care Housing Revenue Account	sibongilebanda@southend.gov.uk	(01702) 534033	4033
Tara Edwards	Senior Finance Business Partner	ICT, Revenues & Benefits Customer Contact Contingency	taraedwards@southend.gov.uk	(01702) 215915	5915
Paul Grout	Senior Finance Business Partner	Children and Learning	paulgrout@southend.gov.uk	(01702) 212122	2122
Gary Perry-Ambrose	Senior Finance Business Partner	Assets, Highways and Transport Business, Culture & Tourism Community Safety	garyperry-ambrose@southend.gov.uk	(01702) 212340	2340
Caroline Fozzard	Group Manager Financial Planning & Control	Levies Financing Costs Capital Programme	carolinefozzard@southend.gov.uk	(01702) 215213	5213
Pete Bates	Interim Deputy Section 151 Officer	Medium Term Financial Plan and Budget Strategy	petebates@southend.gov.uk	(01702) 214283	4283