



Resourcing Better Outcomes
Budget Book
1st April 2021 to 31st March 2022

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Prioritising Resources to Deliver Better Outcomes 2021/22

COVID-19 has fundamentally changed the financial landscape and operating environment for public services. Local Authorities have been issued with a financial settlement for 2021/22 only. No information is currently available for future years.

Although our new 10-year Financial Sustainability Strategy was only developed and approved in February 2020, we are now proposing to review it again in the Autumn of 2021, following Central Government's Comprehensive Spending Review. This will enable us to reassess, 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.

It will also be important to re-evaluate, reflect and take responsibility for ensuring our future financial sustainability. We will continue to be proactive in the delivery of our agreed Southend 2050 ambition, key priorities, evaluation of the local economic recovery progress and to provide the best possible value for money services to our local residents, businesses and visitors. Our level of available resources in the future will be enhanced by embracing the Borough's economic potential, growing our local tax bases and by increasing our income generating and commercial capabilities.

The announcement of a single year financial settlement for the Local Government sector is perhaps understandable, given the huge fiscal challenges that COVID-19 has brought to the UK. From a local business and financial planning perspective though, this short-term arrangement creates real uncertainty for the Council and fails to provide any clarity for the future.

The impact of COVID-19 continues to have far reaching consequences and as we begin to recover from the pandemic, continually striving to achieve the Council's 2050 Ambition and the South Essex vision for 2050 we need to be mindful of how we align and prioritise our resources to achieve the best value for money outcomes for our local residents.

To prepare for recovery from the pandemic and recognising the potential size of the financial and operational challenge that lies ahead, for the first time in Southend-on-Sea's history the budget report also outlined a high-level future Budget Transformation Programme for 2022/23 – 2025/26. This programme will be scoped and developed further over the coming months to support the Council's future financial sustainability ambition and to prepare for what will undoubtedly be a very challenging Comprehensive Spending Review in 2021 for the Local Government Sector.

Traditionally, and particularly over recent years, the nature of Council activity has seen an increase in the level of directly delivered services for the local populace and for local businesses and visitors. Many services have been delivered on a universal basis and free or at a subsidised cost, but this may need to be reviewed as greater pressure is being placed upon the services provided by the Council and the way in which these arrangements are delivered.

The Council may need to increase focus on the delivery of its services in a more targeted way, concentrating on delivering services to those residents who most need the Council's support. The Council may also need to review and change its approach to tailoring the delivery of its many statutory services. To underpin these new arrangements the Council will continue to reposition its role as one to work alongside and with the community, its residents, and businesses, to try to improve positively the many contributing factors that affect people's lives.

The Council will continue to have a positive commitment of working, and delivering services, in partnership with other agencies, the voluntary and commercial sectors, and the community itself. As part of this approach the Council will encourage the sustenance of community services in collaboration with local communities, encouraging community capacity to operate effectively in appropriate circumstances.

The Council will also seek to address critical issues such as inequality, disadvantage, inconsistent levels of educational attainment, improve prosperity and reduce poverty by working with individuals and local communities. It will foster and promote the local economy and thereby enhancing local opportunities for aspiration, attainment, increasing household income and personal achievement.

When the previously announced Government funding reforms are fully implemented, the Council will be in a position where its core funding to maintain and improve local services will come from only three main sources:

1. Business Rates
2. Council Tax
3. Other forms of income we can generate locally e.g., Fees & Charges, commercial activity, traded services, etc

Post COVID-19 the trajectory towards an era of financial self-sustainability for Local Authorities will undoubtedly continue, so our continued development in the longer term towards outcome-based budgeting will be critical. This essentially means the ongoing reprioritisation and reallocation of all our resources - capital and revenue, alongside our people and our physical assets, to ensure delivery of our priority outcomes.

The Council will continue to seek to ensure that our local council tax and business rates bases are strengthened, and post COVID-19 income collection levels are at least maintained. In addition, the Council will assess a range of local income generation opportunities that will increase the Council's range of revenue income sources to assist with meeting the objective to be financially self-sustainable and to support the delivery of our priority outcomes. As part of this commitment there is the continued intention to explore and evaluate commercial opportunities for services of the Council.

Given the financial challenge we have and will continue to face for several years, a longer term and outcome-based budgeting approach will be needed to ensure that there is effective prioritisation and reallocation of our complete resource base.

Overall, the main Revenue Support Grant from Central Government now provides only £6.082 million (4.5%) of support to our net budget of £135.847 million. Most of the Council's funding is derived from Council Tax £87.636 million (64.5%) and our retained share of business rates plus top-up grant £38.129 million (28.0%).

In addition to these the Council has used capital reserves of £2.500 million and collection fund reserves of £1.500 million (2.9%) to produce a balanced budget for 2021/22.

The final budget for 2021/22 that was approved by Council on 25th February 2021 agreed the following:

- A General Fund revenue budget of £135.847 million.
- Budget investment totalling £8.122 million.
- Budget savings and income generation initiatives totalling £4.155 million.
- A 3.99% increase in the Council Tax level for 2021/22, being a 1.99% general rise and a 2.0% rise on the Adult Social Care precept.
- The use of £2.500 million from reserves in 2021/22 to support the balancing of the budget and note the planned replenishment of the Reserves is included in the Medium Term Financial Strategy and reflected in the future budget gap at a rate of £0.625 million per year for each of the next four years to 2025/26.
- An ambitious capital investment programme of £178.550 million over the period 2021/22 to 2025/26.
- 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 £20.700 million for the period 2021/22 to 2025/26.
- A future Budget Transformation Programme for 2022/23 – 2025/26

The full detail of the agreed budget for 2021/22 is set out in the following pages.

Summary of General Fund Revenue Estimates

	Original Budget 2020/21	Probable Outturn 2020/21	Original Budget 2021/22
	£000s	£000s	£000s
Portfolios			
Leader: Housing, ICT, Revenues & Benefits	16,878	19,459	18,039
Deputy Leader: Assets, Highways and Transport	4,954	8,234	4,851
Business, Culture and Tourism	4,841	5,951	4,843
Children and Learning	30,612	36,168	33,036
Community Safety and Customer Contact	4,000	4,349	4,129
Environment and Planning	18,256	20,299	17,932
Health and Adult Social Care	38,908	41,576	40,262
Portfolio Net Expenditure	118,449	136,036	123,092
Levies	645	645	645
Contingency	3,217	2,314	3,398
Childrens Social Care Contingency	3,000	3,000	0
Pensions Triennial Review	2,350	2,350	(2,000)
Financing Costs	17,534	16,919	17,530
Total Net Expenditure	145,195	161,264	142,665
Contribution to / (from) earmarked reserves	(8,522)	(8,926)	(303)
Revenue Contribution to Capital	363	363	1,409
COVID-19 Income Compensation	0	(4,154)	0
Non Service Specific Grants	(6,607)	(19,514)	(7,924)
Total Budget Requirement	130,429	129,033	135,847
Met from:			
Revenue Support Grant	(6,049)	(6,049)	(6,082)
Retained Business Rates	(25,481)	(23,981)	(25,481)
Business Rates Top Up Grant	(12,551)	(12,551)	(12,648)
Collection Fund Surplus	(2,000)	(2,000)	(1,500)
Capital Reserve	0	0	(2,500)
Council Tax Requirement	84,348	84,452	87,636
Council Tax	(76,967)	(74,017)	(78,576)
Adult Social Care Precept	(7,381)	(7,381)	(9,060)
	(84,348)	(81,398)	(87,636)

The probable outturn is as reported to Cabinet on 14th January 2021. The anticipated overspend on the 2020/21 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.

Subjective Summary	2020/21		2021/22
	Original £000s	Probable Outturn £000s	Budget £000s
Expenditure			
Employees	79,616	80,155	77,920
Premises	6,168	7,000	6,407
Transport	3,273	3,244	3,284
Supplies & Services	40,618	44,222	42,081
Third Party Payments	98,335	110,381	100,753
Transfer Payments	92,447	93,131	95,265
Special Items	200	200	200
Capital Finance Charges	17,534	16,919	17,530
Expenditure Total	338,191	355,252	343,440
Income			
Government Grants	(268,700)	(283,673)	(277,842)
Other Grants & Reimbursements	(21,938)	(27,485)	(23,264)
Sales	(290)	(173)	(343)
Fees & Charges	(33,410)	(26,751)	(34,627)
Rents	(3,930)	(4,116)	(4,236)
Recharges to Housing Revenue Account	(1,197)	(1,299)	(1,475)
Other Internal Charges	(567)	(259)	(259)
Income Total	(330,032)	(343,756)	(342,046)
Net Expenditure/(Income)	8,159	11,496	1,394
Contribution to / (from) earmarked reserves etc	(8,522)	(8,805)	(2,803)
Revenue Contributions to Capital	363	363	1,409
Contribution to / (from) general reserve	0	0	0
Net Budget / Outturn	0	3,054	0

Revenue Investment 2021/22

Theme	Proposed Investment (£)
Pride and Joy	400,000
Safe and Well	4,088,000
Connected and Smart	1,025,000
Enabling Services	2,609,000
Total	8,122,000

Proposed Investment by Southend 2050 Theme

Ref	Reason for Investment	Total (£)
Pride and Joy		
PJ-A	Waste Recyclables As a result of changes in the global recyclable materials market the value of recyclable material has decreased. The waste collection contract contains a rebasing period to share the risk of price fluctuations which has now materialised.	400,000
Pride and Joy Total		400,000
Safe and Well		
SW-A	External Adult Care Service Providers This additional investment is to cover the statutory increase in the national living wage from April 2021. This will help to improve the pay and conditions of their workforce. The additional monies set aside for this area will support an increase in prices paid for care and enable care providers to increase minimum wages so that they are able to meet statutory requirements.	1,500,000
SW-B	Older People Demographics To continue to meet the needs of the local population an allowance is made each year to mitigate the financial impact caused by the increase in aged resident numbers. The increase assumed for Southend in 2021/22 is a growth rate of 1% in over 65's based on data provided by the office of national statistics. The population increase of people aged over 80 is predicted to rise from 5.8% (10,700) to 9% (19,000) of the population by 2041. It will help to fund an increasing number of Southend residents to remain in their own homes and live independently with a domiciliary care package or direct payment. It will also fund an increasing number of residential placements for people with more complex needs (including dementia).	480,000

Ref	Reason for Investment	Total (£)
SW-C	<p>Essential Living Fund This investment is required to realign the base budget of this programme and to continue to fund the ongoing support delivered by the Essential Living Fund Team to local eligible residents. This budget adjustment will remove the need for any further funding from Reserves to support this main programme of activity.</p>	233,000
SW-D	<p>Children to Adults transition This is to support the additional cost of supporting individuals with a learning disability currently registered with Children's Social Care who will reach the age of 18 or leave education in 2021/22 (estimated 49 children) and will meet the eligibility criteria for Adult Social Care interventions. The support packages and associated costs have been estimated by Social Care professionals considering the skills, ambitions and abilities of each client on the schedule. The packages of care are developed to promote independence and positive outcomes in their future lives.</p>	350,000
SW-E	<p>Leaving Care Support 16+ Additional investment for Leaving Care Accommodation and support for ages 16 + to support existing placements and budget pressure. This extra funding has been driven by the increases in our Looked After Children (LAC) numbers over recent years which currently peaked during 2019/20 at 331. When a child turns 18 they are no longer a looked after child, but the local Authority still has a statutory duty to continue to support the now young adult up to the age of 25 when they are still accessing educational support. From the age of 16 where a LAC child is not remaining in residential care up to the age of 18, or remaining with an existing foster carer placement they will require and be placed in supported accommodation. The cost to the local authority of the supported accommodation placement will reduce from when the young adult turns 18 as they will be able to access if needed statutory benefit entitlement including housing support. However, these placements can still cost more than the statutory benefit entitlement and of course the placement will still require fully funding from the ages of 16 to 18. This investment will therefore support the existing increased numbers of 16+ children to young adults which was at the end of November 2020 (Period 8) 38 supported accommodation placements ongoing at an average cost of £28,000 per annum.</p>	500,000

Ref	Reason for Investment	Total (£)
SW-F	<p>Looked After Children (LAC) Additional funding required to support existing LAC external care placements driven by the increase for external care placement numbers. This additional funding will not cover the current budget pressure which currently stands at £2.9M but it will assist to alleviate a proportion of that pressure. The long-term strategy remains where possible to place children in care within the Council's own local in-house foster provision with increased capacity or a local children's care home which will therefore reduce the required external placements. The current 2020/21 external care placement numbers at the end of November 2020 (Period 8) were 92. This is 12 external care placements higher than the average across 2019/20. This funding can therefore either support approximately 3 existing external residential care placements or 12 external foster care placements.</p>	590,000
SW-G	<p>In House Foster Care team Additional 2 FTE team manager capacity and 0.5 FTE Senior Practitioner within the in house Foster Care team to help drive recruitment of inhouse foster carers, manage the team, increase the quality of the inhouse foster care offer and therefore reduce long term demand for External Care Placements.</p>	150,000
SW-H	<p>Child and Adolescent Mental Health Services (CAMHS) CAMHS are now to be 100% funded from the General Fund for 2021/22 onwards because of reduced Government funding for the DSG Central Block.</p>	210,000
SW-I	<p>Special Guardianship Order (SGO) Kinship Allowance New investment for SGO kinship allowances. Funding and allowance rates due are based on eligibility, but this new investment will enable up to 25 child cases to be supported each year.</p>	50,000

Ref	Reason for Investment	Total (£)
SW-J	<p>School Uniform Grant To fund school uniform grants for eligible children under a defined policy for exceptional circumstances. The School uniform grant will be eligible for children whose parents or carers who are classified as under low income through National Benefit entitlements and who meet one the criteria for exceptional circumstances which are as follows:</p> <ul style="list-style-type: none"> • you are being made homeless and placed somewhere that means changing school and have been supported in finding temporary accommodation by the council • you and your children are being placed in a refuge that means changing school and have a letter from the refuge • you have lost school clothes in a fire or flood damage and have a letter from the relevant service <p>Where one of the criteria is met, the following annual school uniform grant amounts per child will be on offer for</p> <p>Reception Year 1 and Year 2 £80 Year 3 to Year 6 £100 Year 7 to 11 £150</p>	25,000
Safe and Well Total		4,088,000

Connected and Smart		
CS-A	<p>Highways Service Redesign This additional investment into the Highways staffing is in accordance with the Highways Restructure report approved by Cabinet on 28th July 2020 and subsequently by Council. This investment will facilitate increased local enforcement, engineering expert capacity, climate change and sustainability ambitions by increasing the establishment by an additional 18.7 full time equivalent roles.</p>	725,000
CS-B	<p>ICT Transformation Required to support the transition to a Cloud based solution for our ICT infrastructure. Also includes provision for the technical support required for our data centre and networking requirements.</p>	300,000
Connected and Smart Total		1,025,000

Ref	Reason for Investment	Total (£)
Enabling Services		
ES-A	<p>Pay and Increments</p> <p>Provision has been included for a pay award for staff earning less than £24,000 and spinal point increments for all eligible staff. If a pay award settlement is reached above the recommended Government pay freeze for staff earning over £24,000 then this will have to be initially funded from Reserves for 2021/22 and then built into the Council's base budget the following year.</p>	1,250,000
ES-B	<p>Investment, Income and Financing Costs Review</p> <p>The budget includes provision for the financing costs of the Council's Capital Investment Programme, offset by investment income and other interest receivable. Investment income has been adversely impacted by the prevailing exceptionally low interest rates. This has been partially offset by lower than anticipated capital financing costs in 2020/21 which gives a lower starting point for the 2021/22 budget.</p>	172,000
ES-C	<p>Housing Benefits</p> <p>The Housing Benefit budget has seen an ongoing increase in the number of eligible claimants and payments and in previous years any upward variations or adjustments have been met from the Welfare Reform reserve specifically set aside to equalise this budget. This investment will now realign the circa £48m gross expenditure and income budget accordingly so that the net budget more accurately reflects the requirements. This permanent investment will now remove the need for funding from the Welfare Reform Reserve.</p>	550,000
ES-D	<p>Enabling Services Redesign</p> <p>This additional staffing investment into key enabling services is in accordance with the Enabling Major Projects and Recovery report approved by Cabinet on 15th September 2020 and subsequently by Council. This will support the delivery of our major transformation programme, support the delivery of key strategic regeneration projects, securing extra external funding for our green agenda, ensuring strong proportional governance, facilitating improved outcomes and better VFM across the Council by increasing the establishment by an additional 10 full time equivalent roles.</p>	497,000
ES-E	<p>General Budget Adjustments</p> <p>Required to right size remaining small budget issues across the Council.</p>	140,000
Enabling Services Total		2,609,000
Total Investments		8,122,000

Budget Savings and Income Generation Initiatives

Introduction

The following initiatives represent individual proposals for savings or income generation ideas for 2021/22 – 2025/26. The figures in each year represent the proposed change in spending or increase in income, compared to the 2020/21 Approved Budget. If the change is permanent it is therefore repeated each year; for example, if a vacant post is proposed to be deleted from 1st April 2021, then this same value of saving will feature in each year. The table does not mean an additional saving for that amount is required in each year, instead it represents the ongoing financial benefit.

If spending or income proposals vary across the 5 years, then the value in each year still represents the change from the existing 2020/21 Approved Budget. For example, if a permanent savings proposal is estimated to be achieved $\frac{1}{2}$ way through 2021/22, then this will show as $\frac{1}{2}$ the value in 2021/22 but then the full value will be shown for the following 4 years or if the saving is deemed to be increased over time then the value will also increase in later years but each year will still represent the proposed change from the 2020/21 Approved Budget.

Reference	Detail of Savings Proposals	Staffing Implications	Financial Impact				
			2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s

Savings Initiatives

Safe and Well							
SW01	Review of Supported Accommodation & Supporting People contracts, to ensure they are targeted, effective and best meet the needs of adults. Developing a better and more agile housing offer to provide clear targeted pathways of support for people living with mental health and learning disabilities.	n/a	-	300	300	500	500
SW02	Commercial negotiation and contract reviews with key providers to deliver efficiencies and an increased commercial focus.	n/a	160	780	780	780	780
SW03	The Care Act (2014) is clear that preventing, reducing or delaying the need for care is an integral the duty of all local authorities. This ties in with the promotion of wellbeing, which is at the core of the Act, and if the requirement for care can be delayed, then the cost and dependency associated with care can also be delayed. Southend's vision for adult social, as set out in Southend 2050, is to help people stay well for as long as possible, living in the community and connected to the people they are closest too. Therefore our focus in the medium and long will be to develop a range of support that enables independence and consequently help people avoid the need for residential care for longer. Effective services and support that increase independence will enable people to stay in their own home for much longer. This will delay admission to a care home for any individual and will have the effect of reducing the length of stay in a care home placement. We will do this by supporting people to regain skills and abilities they may have lost after a crisis – such as an accident requiring hospital care through effective and focused reablement. We will also increase the amount of home care available in the borough, and enable and train home care providers to support more complex people in their own home. We will use assistive technology, such as sensors, door monitors, video support and remote monitoring to help people stay at home for longer. We will also work with colleagues in housing to ensure that there is sufficient housing with on site care and support (extra care housing) in the borough so that people can move to their own home with support available. The long term impact of this is that these actions will reduce the need for care home placements, both for people funded by the council and for self funders. It is also likely to increase the complexity of people in care homes, resulting in an increase in care home prices, offset by the reduced number of placements. We will work with local care providers to support the transformation of provision, developing local services that can respond to the needs of local people now and into the future. Overall this saving will delivered by reducing the number of people in care homes. This will reduce our spending on care home placements. Alongside this sits investment and increase spend in other services such as home care and extra care housing.	n/a	-	-	-	625	1,250
SW04	Targeted reviews of low cost home care packages. Ensuring that packages are commensurate with meeting need and, where appropriate, enabling people to become more independent.	n/a	267	250	125	-	-
SW05	Review local and regional learning disability pathways to enable people to move from supported living towards greater independence.	n/a	-	150	300	300	300
SW06	Mental health social work support for people in Southend is delivered by EPUT under a section 75 agreement. This is a standard partnership agreement. The current agreement has not been reviewed for some time and needs updating. We will work with EPUT to identify a shared way of delivering more effective and targeted support for people with statutory adult social care needs in relation to their mental health. We will also work to increase the focus on the delivery of prevention and support for the general population. We will develop these plans through coproduction and in light of changes patterns of both demand and support. This will take into account increased availability of community and voluntary sector delivered services.	n/a	-	100	100	100	100

Reference	Detail of Savings Proposals	Staffing Implications	Financial Impact					
			2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	
SW07	The Care Act allows local authorities to charge people a fair contribution towards the cost of care. We will carry out a review of rates used to assess contributions to care, alongside the current policy in relation to partial disregards on disability benefits and our approach to personal allowances. We will use both local evidence and national guidance in relation to a fair and consistent way of ensuring parity in contributions towards the cost of care. In any financial assessment individual circumstances will continue to be taken into account. People are only charged when they can afford to pay all or part of the actual cost of their care. No one will pay more the care actually costs the council to deliver. Any policy changes will be subject to an equality assessment prior to implementation.	n/a	-	140	140	140	140	140
SW08	The aim is a refresh of our Strength based approach to Social Care that focusses on what really matters to people, their families and their communities. The commitment to co-design through conversation, innovation and engagement recognising that people and families just want to get on with their lives and a strength based approach to conversations can significantly reduce their reliance on formal care. Our current model of social care support brings in people to service before they actually need them. This reduce both independence, self reliance, and ignores the capacity of our local community to support each other. We will move to a right time right care right person approach. This will reduce the overall delivery of funded care support for individuals by delaying the start of care until a person actually needs it, and by sustaining independence as long as possible.	n/a	-	-	200	200	200	200
SW09	Based on recent benchmarking information explore options to optimise efficiency and productivity which should result in a reduction in internal costs of the Council's adult social care operations.	(2.00)	100	100	100	100	100	100
Safe and Well Total		(2.00)	527	1,820	2,045	2,745	3,370	
Active and Involved								
AI01	General efficiency and productivity review of the Libraries & Galleries operations.	n/a	30	30	30	30	30	30
Active and Involved Total		-	30	30	30	30	30	30
Connected and Smart								
CS01	Saving calculated on the basis of a reduced number of Concessionary Fares journeys (Pre- COVID-19)	n/a	250	250	250	250	250	250
CS02	ICT: Smart programme - a range of technology enabled initiatives to improve efficiency, productivity and the de-commissioning of obsolete products.	n/a	320	470	760	760	760	760
Connected and Smart Total		-	570	720	1,010	1,010	1,010	1,010
Enabling Services/Corporate Initiatives								
ES01	Deletion of a vacant L6 post in the Technical and Compliance team.	(1.00)	30	30	30	30	30	30
ES02	Saving based on the interest costs on £10m of capital expenditure by not borrowing during 2021/22 (assumed borrowing would have taken place at the half year point)	n/a	150	300	300	300	300	300
ES03	Creation of a Corporate Debt Collection Team - Phase 1 consolidation of staffing resources - Phase 2 improved collection rates across all debt streams, reduction in bad debts and write-offs	(2.00)	80	80	80	80	80	80
ES04	Rent Deposit Loans Scheme, review potential to move to a more targeted Grant Scheme - phase 1 review policy and eligibility criteria, assess feasibility of moving to grants and target support more effectively. Final phase release 1 fte due to no need for recovery action.	(1.00)	40	40	40	40	40	40
ES05	Share and capture appropriate information for Council Tax and planning/building control from a single property visit. Increased efficiency and reduction on the need for separate visits to the same properties.	(1.00)	40	40	40	40	40	40
ES06	Review all Discounts & Exemptions on Council Tax & Non Domestic Rates - phase 1 recruit 2 officers £80K (invest to save). Target reduction in number and value of eligible exemptions and discounts.	2.00	100	100	100	100	100	100
ES07	Removal of vacant Internal Audit and Counter Fraud Services Business Support Manager from the establishment.	(1.00)	36	36	36	36	36	36
ES08	Better use of Email for communication. Improved efficiency and productivity by reducing reliance on hybrid mail. Corresponding reduction in postage costs. Rationalisation and reduction in the number of mobile phones and SIMs across the Council. Cease the use of Stor-a-file to hold all out archived documentation off site. Lyreco expenditure reduction as well as the resource requirements for invoice processing. Consumables and paper reduction due to less photocopying and printing requirements and improved use of more electronic methods. Move to electronic payslips for all Schools.	n/a	91	46	49	57	57	57

Reference	Detail of Savings Proposals	Staffing Implications	Financial Impact				
			2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
ES09	Release currently vacant posts in the Contact Centre	(2.60)	75	75	75	75	75
ES10	Service redesign of the Business Support function right across the council to improve efficiency, productivity and value for money. Targeting the range of vacant posts, interim arrangements, fixed term contracts and use of agency staff.	(30.00)	500	1,000	1,000	1,000	1,000
ES11	Remove vacant post within the Corporate Strategy/Transformation team.	(1.00)	34	34	34	34	34
Enabling Services Total		(37.60)	1,176	1,781	1,784	1,792	1,792
Savings Initiatives Total		(39.60)	2,303	4,351	4,869	5,577	6,202

Income Generating Initiatives

Pride and Joy							
PJ01	Explore the introduction of contactless donation points within parks.	n/a	2	2	2	2	2
Pride and Joy Total		-	2	2	2	2	2
Safe and Well							
SW10	Explore the provision of CCTV monitoring services for other networks.	n/a	-	10	10	10	10
Safe and Well Total		-	-	10	10	10	10
Active and Involved							
AI02	Secure increased external funding and additional income from the improved service offer within the museums and galleries business from April 2021	n/a	30	30	30	30	30
AI03	Further targeted integration of eligible expenditure and use of the Public Health grant to support Southend 2050 Ambitions and Outcomes.	n/a	150	300	350	350	350
AI04	Negotiated planned increase in season ticket fees, following consultation with Bowls Clubs, to reduce the level of subsidy for this discretionary service.	n/a	7	27	37	46	46
Active and Involved Total		-	187	357	417	426	426
Opportunity and Prosperity							
OP01	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.	n/a	8	15	21	21	21
OP02	Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications	n/a	15	20	31	31	31
OP03	Explore the potential sponsorship opportunities of a number of parks.	n/a	-	5	10	10	10
OP04	Ensure all parks buildings either have a lease or charged separately for usage.	n/a	-	10	10	10	10
OP05	Review of Planning and Building Control Consultancy Service charges	n/a	-	38	56	56	56
OP06	New net commercial rental income from the acquisition of the Victoria Plaza	n/a	250	250	250	250	250
OP07	New rental income from the Costa Coffee development at the airport business park	n/a	40	63	63	63	63
Opportunity and Prosperity Total		-	313	401	441	441	441
Connected and Smart							
CS03	Comprehensive review of car parking fees and charges	n/a	1,000	1,000	1,000	1,000	1,000
CS04	Review of all Highways fees and charges	n/a	50	50	100	150	150
Connected and Smart Total		-	1,050	1,050	1,100	1,150	1,150
Enabling Services/Corporate Initiatives							
ES12	Explore the possibility to expand the enforcement remit of our internal Corporate Collections & Enforcement Team. This type of initiative has been successfully implemented in other Authorities. Phase 1 recruit 2 dedicated officers (£80k Invest to save) - Phase 2 generate additional income, initial target £180K per year.	2.00	100	100	100	100	100
ES13	New income stream by securing a formal Laptop Disposal contract.	n/a	50	50	-	150	-
ES14	Extra income received for eligible services delivered to the Housing Revenue Account.	n/a	150	200	200	200	200
Enabling Services Total		2.00	1,663	1,801	1,841	2,041	1,891
Income Generation Total		2.00	1,852	2,170	2,270	2,479	2,329
Grand Total		(37.60)	4,155	6,521	7,139	8,056	8,531

Basic Amounts Of Council Tax

	2020/21	2021/22
	£	£
<u>Southend-on-Sea Borough Council</u>		
Budget Requirement		
Southend-on-Sea Borough Council element	130,428,396	135,847,416
Leigh-on-Sea Town Council element	447,392	443,217
	130,875,788	136,290,633
Retained Business Rates	(21,406,000)	(20,481,000)
Business Rates Top-up Grant and S31 Grant	(16,626,000)	(17,648,000)
Revenue Support Grant	(6,049,000)	(6,082,250)
Use of Reserves	0	(2,500,000)
Council Tax Surplus - Southend-on-Sea Borough Council element	(2,000,000)	(1,500,000)
Demand on Collection Fund	84,794,788	88,079,383
Council Tax Base	58,680.94	58,630.49
Council Tax Base - Leigh-on-Sea Town Council	8,845.24	8,762.69
Southend-on-Sea Borough Council Basic Amount of Band D Council Tax <i>(average across the Borough including Leigh-on-Sea)</i>	1,445.01	1,502.28
Southend-on-Sea Borough Council - Tax Band D	1,437.39	1,494.72
Leigh-on-Sea Town Council - Tax Band D	50.58	50.58
<u>Precepts</u>		
Essex Police & Crime Commissioner	11,655,795	12,226,216
Essex Fire Authority	4,335,935	4,332,207
Essex Police & Crime Commissioner - Tax Band D	198.63	208.53
Essex Fire Authority - Tax Band D	73.89	73.89
<u>Total Council Tax Band D</u>		
Leigh-on-Sea Town Council	1,760.49	1,827.72
All other parts of the Borough	1,709.91	1,777.14

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

Council Tax Bands 2021/22

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	893.46	103.02	996.48	139.02	49.26	1,184.76	33.72	1,218.48
B	£40,000 to £52,000	1,042.37	120.19	1,162.56	162.19	57.47	1,382.22	39.34	1,421.56
C	£52,000 to £68,000	1,191.28	137.36	1,328.64	185.36	65.68	1,579.68	44.96	1,624.64
D	£68,000 to £88,000	1,340.19	154.53	1,494.72	208.53	73.89	1,777.14	50.58	1,827.72
E	£88,000 to £120,000	1,638.01	188.87	1,826.88	254.87	90.31	2,172.06	61.82	2,233.88
F	£120,000 to £160,000	1,935.83	223.21	2,159.04	301.21	106.73	2,566.98	73.06	2,640.04
G	£160,000 to £320,000	2,233.65	257.55	2,491.20	347.55	123.15	2,961.90	84.30	3,046.20
H	£320,000 plus	2,680.38	309.06	2,989.44	417.06	147.78	3,554.28	101.16	3,655.44

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

Collection Fund Estimate

	Estimate 2020/21		Estimate 2021/22	
	£000s	£000s	£000s	£000s
<u>INCOME</u>				
Council Tax		100,786		104,637
Non Domestic Rates collectable		43,686		41,798
TOTAL INCOME		144,472		146,435
<u>EXPENDITURE</u>				
<u>Precepts</u>				
Southend-on-Sea Borough Council	84,347		87,636	
Essex Police & Crime Commissioner	11,656		12,226	
Essex Fire Authority	4,336		4,332	
Leigh Town Council	447	100,786	443	104,637
<u>Business Rates</u>				
Payable to Central Government	21,843		20,899	
Retained by Southend-on-Sea	21,406		20,481	
Passed to Essex Fire Authority	437	43,686	418	41,798
TOTAL EXPENDITURE		144,472		146,435

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

Estimated Level of Reserves
(as at February 2021)

	Balance at 1 st April 2020	Transfers 2020/21	Estimated Balance at 1 st April 2021	Transfers 2021/22	Estimated Balance at 1 st April 2022
	£000s	£000s	£000s	£000s	£000s
General Reserve	11,000	0	11,000	0	11,000
HRA General Reserve	3,502	0	3,502	0	3,502
Earmarked Reserves	104,209	(14,493)	89,716	(7,838)	81,878
Total Available Reserves	118,711	(14,493)	104,218	(7,838)	96,380
EARMARKED RESERVES					
Capital Reserves					
Business World ERP Reserve	132	385	517	0	517
Capital Reserve	5,714	1,137	6,851	(3,737)	3,114
Interest Equalisation Reserve	4,211	(945)	3,266	699	3,965
MRP Equalisation Reserve	16,504	(633)	15,871	(871)	15,000
Queensway Reserve	235	(235)	0	0	0
Corporate Reserves					
Business Rates Retention Reserve	4,283	(2,283)	2,000	0	2,000
Business Transformation Reserve	1,055	2,591	3,646	(1,698)	1,948
COVID-19 Recovery & Response	0	0	0	1,000	1,000
New Homes Bonus	5,326	810	6,136	(3,236)	2,900
Outcome Delivery Reserve	0	500	500	(250)	250
Pension Reserve	9,564	(7,564)	2,000	2,000	4,000
Rental Equalisation	850	0	850	0	850
Service Redesign Reserve	0	800	800	1,200	2,000
Insurance					
	5,963	0	5,963	0	5,963
Service Reserves					
Adult Social Care Reserve	235	(928)	(693)	2,693	2,000
Children's Social Care Reserve	0	0	0	2,500	2,500
Building Control Reserve	116	(116)	0	0	0
Cemeteries Reserve	39	(39)	0	0	0
Elections Reserve	162	(36)	126	(36)	90
Internal Audit Reserve	288	0	288	0	288
Local Land Charges Reserve	64	0	64	0	64
Schools Improvement	25	375	400	(200)	200
Social Fund	467	(350)	117	(117)	0
Specific Corporate Projects	730	(730)	0	0	0
Street Lighting Reserve	105	0	105	0	105
Supporting People Reserve	406	(90)	316	0	316
Voluntary Organisations Reserve	125	(125)	0	0	0
Waste Management Reserve	4,922	0	4,922	(2,600)	2,322
Welfare Reform Reserve	711	(290)	421	0	421
Grants					
Area Child Protection	32	0	32	0	32
COVID-19 Reserve	5,128	(5,128)	0	0	0
Dedicated Schools Grant	1,248	0	1,248	0	1,248
General Grants Carried Forward	2,119	(419)	1,700	0	1,700
Public Health Grant - DAAT	241	(35)	206	0	206
Public Health Grant - Public Health	1,235	(321)	914	(150)	764
Monies Held in Trust					
	53	0	53	0	53
Total General Fund Reserves	72,288	(13,669)	58,619	(2,803)	55,816
HRA Reserves					
Capital Investment	23,181	(34)	23,147	(4,332)	18,815
Major Repairs	8,160	(850)	7,310	(763)	6,547
Repair Contract Pensions	580	60	640	60	700
Total HRA Reserves	31,921	(824)	31,097	(5,035)	26,062
Total Earmarked Reserves	104,209	(14,493)	89,716	(7,838)	81,878

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

Medium Term Financial Forecast
2021/22 to 2025/26

	2021/22	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s
Base Budget					
From prior year	130,428	135,847	145,446	148,786	152,205
LESS					
Appropriations to / (from) reserves in prior year	10,361	303	(1,162)	4,227	(2,089)
Revenue Contributions to Capital	(363)	(1,409)	(1,463)	(1,816)	0
Less other one-off expenditure / (savings)	(9,084)	(81)	1,265	(3,000)	1,500
Adjusted Base Budget	131,342	134,660	144,086	148,197	151,616
Appropriations to / (from) reserves	(303)	1,162	(4,227)	2,089	2,090
Revenue Contributions to Capital (Funded from Earmarked Reserves)	1,409	1,463	1,816	0	0
Other one-off / time limited expenditure bids	81	(1,265)	3,000	(1,500)	(1,500)
Inflation and other increases	2,750	3,750	3,750	3,750	3,750
Capital Programme Costs	91	724	959	1,076	852
Corporate Cost Pressures	564	(35)	742	(40)	22
Directorate (Savings) / Pressures					
Ongoing Executive Directorate investment	5,356	3,050	3,850	3,050	3,050
Budget reductions proposed	(4,155)	(2,367)	(618)	(917)	(475)
Better Care Fund					
Funding to Support Social Care and benefit Health	(13,358)	(13,043)	(13,043)	(13,043)	(13,043)
Expenditure relating to the BCF and IBCF	13,358	13,043	13,043	13,043	13,043
Public Health		ringfence removed			
Projected Grant Income	(9,525)				
Projected Expenditure	9,525				
Housing Revenue Account					
Projected Expenditure	33,374	32,132	24,959	25,314	25,367
Projected Income	(29,102)	(30,259)	(30,996)	(31,861)	(32,714)
Contributions to / (from) HRA Earmarked Reserves	(4,272)	(1,873)	6,037	6,547	7,347
Dedicated Schools Grant					
Projected Grant Income	(55,475)	(55,475)	(55,475)	(55,475)	(55,475)
Projected Expenditure	55,475	55,475	55,475	55,475	55,475
Pupil Premium received from Government (indicative)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)
Pupil Premium Expenditure	1,892	1,892	1,892	1,892	1,892
Projected General Fund Net Expenditure	137,135	141,142	153,358	155,705	159,405
Changes in General Grants	(1,288)	11,604	628	0	0
Budget Requirement	135,847	152,746	153,986	155,705	159,405
Funded By					
Council tax increase (1.99% in 20/21, 1.99% onwards) (taxbase +0.5% 2021/22 and +1.0% p.a future years)	(78,576)	(80,721)	(82,937)	(85,210)	(87,542)
Social Care Precept (2.0% in 21/22, 1% in 22/23, 0% onwards)	(9,060)	(9,989)	(10,039)	(10,089)	(10,139)
Business Rates	(38,129)	(53,736)	(54,810)	(55,906)	(57,024)
Revenue Support Grant	(6,082)	0	0	0	0
Collection Fund Surplus	(1,500)	(1,000)	(1,000)	(1,000)	0
Capital Reserve	(2,500)	0	0	0	0
Total Funding	(135,847)	(145,446)	(148,786)	(152,205)	(154,705)
Funding Gap	0	7,300	5,200	3,500	4,700
Funding Gap (Cumulative)	0	7,300	12,500	16,000	20,700
Core Precept	78,576	80,721	82,937	85,210	87,542
Social Care Precept	9,060	9,989	10,039	10,089	10,139
Band D Council Tax					
Council Tax for a Band D Property	1,494.72	1,539.45	1,570.05	1,601.28	1,633.14
% Increase in Council Tax	3.99%	2.99%	1.99%	1.99%	1.99%
Council Tax Base					
Council Tax Base	58,630	58,924	59,218	59,514	59,812
Increase in Tax Base on prior year	-0.09%	0.50%	0.50%	0.50%	0.50%

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

Budget Transformation Programme 2022-23 to 2025-26

Reference	Detail of Proposal
Pride and Joy	
BTP-PJ01	Review of the Grounds Maintenance service
BTP-PJ02	Review the hours of operation and attendance profile at all Household Waste Recycling Centres.
BTP-PJ03	Review of public toilet provision across the Borough, including new capital investment intentions, current condition surveys, usage levels, environment and social behaviour considerations and explore the potential for targeted charging for some services/facilities.
Safe and Well	
BTP-SW01	Review of all enforcement operations and arrangements.
BTP-SW02	Review professional and expert service support and capacity to reduce future insurance claims and liabilities.
BTP-SW03	Review of both the equipment and aids & adaptation services to explore if a more joined up, efficient and effective approach can be designed to deliver better outcomes and value for money.
BTP-SW04	Integrate a comprehensive demand management programme into the developing Childrens recovery plan.
BTP-SW05	Integrate a comprehensive demand management programme into the developing Adults Social Care recovery plan.
Active and Involved	
BTP-AI01	Review and where appropriate rationalisation of all administrative and operational buildings and assets to determine current and potential future use and to gain reassurance that all our property arrangements are 'fit for purpose' and providing value for money.
BTP-AI02	Review of Leisure Service provision
Opportunity and Prosperity	
BTP-OP01	Review potential general licensing opportunities in Parks
Connected and Smart	
BTP-CS01	Review of the current arrangements for using assistive technology, telecare and other mainstream computerised devices. Enhancing, tailoring and targeting this offer should deliver better outcomes for residents, improved efficiencies, productivity and value for money.
Enabling Services/Corporate Initiatives	
BTP-ES01	Review of the Revenues and Benefits self-service platform for residents, together with a diagnostic of the workflow and relationship arrangements with the Corporate Customer Contact Centre. Objective to optimise efficiency and productivity to support first point of contact resolution for local residents.
BTP-ES02	Review of all corporate memberships and service specific subscriptions
BTP-ES03	Develop a phased programme of comprehensive reviews of all staffing structures and delivery arrangements across all Council operations. Ensuring compliance with best practice organisational design principles
BTP-ES04	Review of the Council's learning & development investment programme
BTP-ES05	Review the level of subsidy provided for all discretionary services and compare the levels of local fees and charges compared to national benchmarks.

Employee Numbers (Full Time Equivalent)

	Estimate for 2020/21		Estimate 2021/22 FTEs
	Original FTEs	Probable Outturn FTEs	
Leader: Housing, ICT, Revenues & Benefits	294.01	317.12	317.12
Deputy Leader: Assets, Highways and Transport	210.21	229.44	229.44
Business Culture and Tourism	107.04	136.91	136.91
Children and Learning	354.92	368.89	368.89
Community Safety and Customer Contact	131.41	129.48	129.48
Environment and Planning	200.75	198.49	198.49
Health and Adult Social Care	406.84	411.34	411.34
Total FTEs	1,705.18	1,791.67	1,791.67

The FTE numbers above reflects the number of employees budgeted for, as at February 2021. 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 methodology for counting FTE has changed which has resulted in higher numbers for the 2020/21 probable outturn and 2021/22 estimate. For example, the new methodology includes project staff who are funded by grant (≈ 40 FTE) and fixed term positions funded by the Business Transformation Reserve (≈ 14 FTE).

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

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

Budget Monitoring Timetable

Month	Accounting Period	Date of Period End	Last Working Day of Period	Final Ledger Amendments (by close of play)	Self Service Reports Available
April	1	Fri 30-Apr-21	Fri 30-Apr-21	Tue 04-May-21	Wed 05-May-21
May	2	Mon 31-May-21	Fri 28-May-21	Tue 01-Jun-21	Wed 02-Jun-21
June	3	Wed 30-Jun-21	Wed 30-Jun-21	Thu 01-Jul-21	Fri 02-Jul-21
July	4	Sat 31-Jul-21	Fri 30-Jul-21	Mon 02-Aug-21	Tue 03-Aug-21
August	5	Tue 31-Aug-21	Tue 31-Aug-21	Wed 01-Sep-21	Thu 02-Sep-21
September	6	Thu 30-Sep-21	Thu 30-Sep-21	Fri 01-Oct-21	Mon 04-Oct-21
October	7	Sun 31-Oct-21	Fri 29-Oct-21	Mon 01-Nov-21	Tue 02-Nov-21
November	8	Tue 30-Nov-21	Tue 30-Nov-21	Wed 01-Dec-21	Thu 02-Dec-21
December	9	Fri 31-Dec-21	Fri 31-Dec-21	Wed 05-Jan-22	Thu 06-Jan-22
January	10	Mon 31-Jan-22	Mon 31-Jan-22	Tue 01-Feb-22	Wed 02-Feb-22
February	11	Mon 28-Feb-22	Mon 28-Feb-22	Tue 01-Mar-22	Wed 02-Mar-22
March	12	Thu 31-Mar-22	Thu 31-Mar-22	Mon 04-Apr-22	Tue 05-Apr-22

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

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

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

Objective Summary	2020/21						2021/22		
	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)
Leader: Housing, ICT, Revenues & Benefits									
Housing									
Housing Needs and Homelessness	1,710	(1,483)	227	2,761	(1,654)	1,107	1,721	(1,490)	231
Private Sector Housing	718	(178)	540	537	(178)	359	671	(181)	490
Strategy and Planning for Housing	537	(128)	409	509	(128)	381	580	(181)	399
Supporting People	2,245	0	2,245	2,245	0	2,245	2,245	0	2,245
Better Queensway	0	0	0	0	0	0	0	0	0
ICT									
Information Communications and Technology	4,532	(1,261)	3,271	4,619	(1,143)	3,476	4,705	(1,439)	3,266
Legal and Democratic Services									
Democratic Services Support	389	0	389	386	0	386	350	0	350
Elections and Electoral Registration	359	0	359	259	0	259	401	0	401
Legal Services	1,435	(256)	1,179	1,677	(256)	1,421	1,661	(262)	1,399
Local Land Charges	201	(297)	(96)	200	(297)	(97)	193	(297)	(104)
Mayoralty	183	0	183	184	0	184	187	0	187
Member Support	715	0	715	714	0	714	763	0	763
Other Services									
Corporate Subscriptions	100	0	100	170	0	170	100	0	100
Emergency Planning	227	0	227	222	0	222	222	0	222
Human Resources	2,177	(555)	1,622	2,232	(433)	1,799	2,328	(535)	1,793
Strategic Service Support	670	(19)	651	662	(19)	643	872	(28)	844
Strategy and Performance	1,900	(41)	1,859	2,152	(41)	2,111	1,890	(73)	1,817
Revenues and Benefits									
Council Tax Collection	992	(698)	294	1,026	(18)	1,008	1,065	(1,074)	(9)
Housing Benefit Administration	1,675	(925)	750	1,738	(1,138)	600	1,942	(925)	1,017
Non Domestic Rates Collection	209	(309)	(100)	248	(239)	9	275	(281)	(6)
Rent Benefit Payments	64,546	(64,649)	(103)	65,399	(64,649)	750	65,428	(64,681)	747
Strategic Planning and Policy									
Corporate and Non-Distributable Costs	2,356	(200)	2,156	1,912	(200)	1,712	2,090	(204)	1,886
Leader: Housing, ICT, Revenues & Benefits Total	87,875	(70,997)	16,878	89,850	(70,391)	19,459	89,690	(71,651)	18,039

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

Subjective Summary	2020/21		2021/22
	Original £000s	Probable Outturn £000s	Budget £000s
Leader: Housing, ICT, Revenues & Benefits			
Expenditure			
Employees	14,883	14,513	15,422
Premises	126	126	126
Transport	54	54	54
Supplies & Services	7,909	8,705	8,070
Third Party Payments	701	1,398	701
Transfer Payments	64,002	64,855	65,118
Special Items	200	200	200
Expenditure Total	87,875	89,850	89,690
Income			
Government Grants	(63,399)	(63,728)	(63,472)
Other Grants & Reimbursements	(3,679)	(3,732)	(3,682)
Sales	0	0	(50)
Fees & Charges	(2,859)	(1,871)	(3,218)
Rents	(75)	(75)	(75)
Recharges to Housing Revenue Account	(933)	(933)	(1,103)
Other Internal Charges	(52)	(52)	(52)
Income Total	(70,997)	(70,391)	(71,651)
Net Expenditure/(Income)	16,501	18,264	18,039
Memorandum Items			
Depreciation	3,346	3,346	2,864
Government Capital Grants	(900)	(900)	(500)
MATS	4,803	4,803	5,031
Accommodation Charges	412	412	591
Departmental Support	1,055	1,055	1,363
Recharges	(9,983)	(9,983)	(13,243)
Memorandum Items Total	(1,267)	(1,267)	(3,894)
Total Service Cost	15,234	16,997	14,145

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

Leader: Housing, ICT, Revenues & Benefits	Corporate and Non-Distributable Costs	Corporate Subscriptions	Council Tax Collection	Democratic Services Support	Elections and Electoral Registration	Emergency Planning	Housing Benefit Admin	Housing Needs and Homelessness	Human Resources
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Expenditure									
Employees	1,129	0	700	288	304	208	1,465	736	2,001
Premises	0	0	0	2	8	2	5	67	1
Special Items	200	0	0	0	0	0	0	0	0
Supplies & Services	492	100	363	55	86	11	180	499	321
Third Party Payments	265	0	0	0	3	0	0	417	1
Transfer Payments	0	0	0	0	0	0	290	0	0
Transport	5	0	1	6	0	1	2	2	4
Total Controllable Expenditure	2,090	100	1,065	350	401	222	1,942	1,721	2,328
Income									
Fees & Charges	0	0	(1,074)	0	0	0	0	0	(345)
Government Grants	0	0	0	0	0	0	(925)	(888)	0
Other Grants & Reimbursements	0	0	0	0	0	0	0	(150)	(190)
Other Internal Charges	0	0	0	0	0	0	0	0	0
Recharges to Housing Revenue Account	(204)	0	0	0	0	0	0	(377)	0
Rents	0	0	0	0	0	0	0	(75)	0
Sales	0	0	0	0	0	0	0	0	0
Total Controllable Income	(204)	0	(1,074)	0	0	0	(925)	(1,490)	(535)
Net Expenditure/(Income)	1,886	100	(9)	350	401	222	1,017	231	1,793
Memorandum Items									
Depreciation	4	0	0	0	0	0	0	7	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
Capital Charges	4	0	0	0	0	0	0	7	0
MATS	1,516	2	806	49	35	28	856	268	408
Accommodation Charges	6	0	44	15	8	6	64	29	76
Departmental Support	254	0	11	26	15	13	24	135	51
Recharges	0	0	0	0	0	0	0	0	(2,328)
Net Support Services	1,776	2	861	90	58	47	944	432	(1,793)
Total Uncontrollable	1,780	2	861	90	58	47	944	439	(1,793)
Total Service Cost	3,666	102	852	440	459	269	1,961	670	0

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

Leader: Housing, ICT, Revenues & Benefits	Information Communications and Technology £000s	Legal Services £000s	Local Land Charges £000s	Mayoralty £000s	Member Support £000s	Non Domestic Rates Collection £000s	Private Sector Housing £000s	Rent Benefit Payments £000s	Strategic Service Support £000s
Expenditure									
Employees	3,243	1,031	133	95	30	208	644	0	851
Premises	1	0	0	37	0	0	2	0	1
Special Items	0	0	0	0	0	0	0	0	0
Supplies & Services	1,455	627	61	42	731	52	20	600	17
Third Party Payments	0	0	0	0	0	15	0	0	0
Transfer Payments	0	0	0	0	0	0	0	64,828	0
Transport	6	3	0	13	1	0	5	0	4
Total Controllable Expenditure	4,705	1,661	193	187	763	275	671	65,428	872
Income									
Fees & Charges	(1,104)	(262)	(297)	0	0	(43)	(73)	0	(20)
Government Grants	0	0	0	0	0	(238)	0	(61,381)	(8)
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	(234)	0	0	0	0	0	(108)	0	0
Rents	0	0	0	0	0	0	0	0	0
Sales	(50)	0	0	0	0	0	0	0	0
Total Controllable Income	(1,439)	(262)	(297)	0	0	(281)	(181)	(64,681)	(28)
Net Expenditure/(Income)	3,266	1,399	(104)	187	763	(6)	490	747	844
Memorandum Items									
Depreciation	2,243	0	0	18	0	0	592	0	0
Investment Asset Revaluation Gain	0	0	0	0	0	0	0	0	0
Government Capital Grants	0	0	0	0	0	0	(500)	0	0
Capital Charges	2,243	0	0	18	0	0	92	0	0
MATS	(28)	139	29	209	0	73	163	0	130
Accommodation Charges	115	44	8	6	0	8	36	0	17
Departmental Support	85	78	16	9	0	3	137	0	372
Recharges	(5,681)	(1,659)	0	0	0	0	0	0	(1,361)
Net Support Services	(5,509)	(1,398)	53	224	0	84	336	0	(842)
Total Uncontrollable	(3,266)	(1,398)	53	242	0	84	428	0	(842)
Total Service Cost	(1,867)	(1,502)	240	1,005	(6)	574	1,175	844	975

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

Leader: Housing, ICT, Revenues & Benefits	Strategy and Performance	Strategy and Planning for Housing	Supporting People	Portfolio Total
	£000s	£000s	£000s	£000s
Expenditure				
Employees	1,774	580	0	15,422
Premises	1	0	0	126
Special Items	0	0	0	200
Supplies & Services	112	0	2,245	8,070
Third Party Payments	0	0	0	701
Transfer Payments	0	0	0	65,118
Transport	3	0	0	54
Total Controllable Expenditure	1,890	580	2,245	89,690
Income				
Fees & Charges	0	0	0	(3,218)
Government Grants	(32)	0	0	(63,472)
Other Grants & Reimbursements	(42)	0	0	(3,682)
Other Internal Charges	0	0	0	(52)
Recharges to Housing Revenue Account	0	(181)	0	(1,103)
Rents	0	0	0	(75)
Sales	0	0	0	(50)
Total Controllable Income	(73)	(181)	0	(71,651)
Net Expenditure/(Income)	1,817	399	2,245	18,039
Memorandum Items				
<i>Depreciation</i>	0	0	0	2,864
<i>Investment Asset Revaluation Gain</i>	0	0	0	0
<i>Government Capital Grants</i>	0	0	0	(500)
Capital Charges	0	0	0	2,364
<i>MATS</i>	255	90	3	5,031
<i>Accommodation Charges</i>	99	10	0	591
<i>Departmental Support</i>	44	0	90	1,363
<i>Recharges</i>	(2,214)	0	0	(13,243)
Net Support Services	(1,816)	100	93	(6,258)
Total Uncontrollable	(1,816)	100	93	(3,894)
Total Service Cost	(1,417)	2,345	18,132	14,145

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

Objective Summary	2020/21						2021/22		
	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)
Deputy Leader: Assets, Highways and Transport									
Asset and Facilities Management									
Asset Management	496	(17)	479	579	(17)	562	674	(17)	657
Buildings Management	2,039	(113)	1,926	2,225	(113)	2,112	2,064	(113)	1,951
Community Centres and Club 60	17	(1)	16	17	(1)	16	17	(1)	16
Corporate and Industrial Estates	97	(3,667)	(3,570)	194	(3,815)	(3,621)	100	(3,972)	(3,872)
Property Management and Maintenance	482	(116)	366	420	(116)	304	472	(119)	353
Tickfield Training Centre	400	(164)	236	401	(124)	277	390	(167)	223
Financial Services									
Accountancy	2,345	(271)	2,074	2,219	(271)	1,948	2,404	(275)	2,129
Accounts Payable	135	(4)	131	135	(4)	131	127	(4)	123
Accounts Receivable	211	(84)	127	230	(84)	146	212	(85)	127
Corporate Fraud	237	(53)	184	226	(50)	176	270	(54)	216
Corporate Procurement	964	0	964	760	0	760	847	0	847
Insurance	178	(249)	(71)	177	(249)	(72)	174	(249)	(75)
Internal Audit	700	(192)	508	514	(192)	322	732	(196)	536
Highways and Transport									
Bridges and Structural Engineering	51	0	51	51	0	51	51	0	51
Car Parking Management	1,388	(6,970)	(5,582)	1,873	(4,482)	(2,609)	1,381	(7,970)	(6,589)
Concessionary Fares	3,390	0	3,390	3,140	0	3,140	3,140	0	3,140
Decriminalised Parking	1,141	(1,741)	(600)	823	(1,148)	(325)	1,008	(1,782)	(774)
Dial A Ride Service	72	(20)	52	77	0	77	77	0	77
Highways Maintenance	3,536	(189)	3,347	3,468	(110)	3,358	3,175	(244)	2,931
Passenger Transport	142	(68)	74	252	(78)	174	144	(70)	74
Road Safety and School Crossing	165	0	165	144	0	144	99	0	99
Traffic and Parking Management	171	(6)	165	478	(6)	472	2,085	269	2,354
Transport Management	224	0	224	504	(274)	230	136	0	136
Transport Planning	727	(612)	115	1,100	(647)	453	734	(624)	110
Vehicle Fleet	534	(351)	183	9	0	9	9	0	9
Deputy Leader: Assets, Highways and Transport Total	19,842	(14,888)	4,954	20,015	(11,781)	8,234	20,524	(15,673)	4,851

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

Subjective Summary	2020/21		2021/22
	Original £000s	Probable Outturn £000s	Budget £000s
Deputy Leader: Assets, Highways and Transport			
Expenditure			
Employees	7,901	7,638	8,895
Premises	3,366	3,735	3,412
Transport	390	160	159
Supplies & Services	1,462	1,638	1,456
Third Party Payments	6,724	6,843	6,601
Expenditure Total	19,842	20,015	20,524
Income			
Government Grants	(2)	(274)	(2)
Other Grants & Reimbursements	(69)	(114)	(107)
Fees & Charges	(10,410)	(7,096)	(11,104)
Rents	(3,668)	(3,817)	(3,974)
Recharges to Housing Revenue Account	(264)	(314)	(319)
Other Internal Charges	(475)	(167)	(167)
Income Total	(14,888)	(11,781)	(15,673)
Net Expenditure/(Income)	3,703	5,052	4,850
Memorandum Items			
Depreciation	9,266	9,266	11,369
Government Capital Grants	(901)	(901)	(772)
MATS	2,565	2,565	3,064
Accommodation Charges	529	529	756
Departmental Support	403	403	367
Recharges	(8,779)	(8,779)	(10,044)
Memorandum Items Total	3,083	3,083	4,740
Total Service Cost	6,786	8,135	9,590

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

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
Expenditure									
Employees	2,238	121	188	606	0	360	0	0	0
Premises	0	0	0	1	0	1,612	1,050	17	0
Supplies & Services	164	7	24	64	0	90	101	0	68
Third Party Payments	0	0	0	0	51	0	228	0	3,072
Transport	2	0	0	3	0	2	2	0	0
Total Controllable Expenditure	2,404	127	212	674	51	2,064	1,381	17	3,140
Income									
Fees & Charges	(92)	(4)	0	(17)	0	(113)	(7,969)	(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	(183)	0	(85)	0	0	0	0	0	0
Rents	0	0	0	0	0	0	(1)	0	0
Total Controllable Income	(275)	(4)	(85)	(17)	0	(113)	(7,970)	(1)	0
Net Expenditure/(Income)	2,129	123	127	657	51	1,951	(6,589)	16	3,140
Memorandum Items									
<i>Depreciation</i>	0	0	0	0	492	863	93	65	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
Capital Charges	0	0	0	0	492	863	93	65	0
<i>MATS</i>	375	42	139	56	1	193	48	0	11
<i>Accommodation Charges</i>	100	8	11	17	0	0	0	0	0
<i>Departmental Support</i>	35	3	3	5	0	7	18	0	11
<i>Recharges</i>	(2,636)	(177)	(279)	(734)	0	(3,014)	0	0	0
Net Support Services	(2,126)	(124)	(126)	(656)	1	(2,814)	66	0	22
Total Uncontrollable	(2,126)	(124)	(126)	(656)	493	(1,951)	159	65	22
Total Service Cost	3	(1)	1	1	544	0	(6,430)	81	3,162

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

Deputy Leader: Assets, Highways and Transport	Corporate and Industrial Estates	Corporate Fraud	Corporate Procurement	Decriminalised Parking	Dial A Ride Service	Highways Maintenance	Insurance	Internal Audit	Passenger Transport
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Expenditure									
Employees	0	248	832	(3)	0	174	170	595	0
Premises	85	0	0	2	0	421	0	0	111
Supplies & Services	13	18	14	125	0	422	4	10	1
Third Party Payments	2	0	0	884	0	2,130	0	124	31
Transport	0	4	2	0	77	28	0	3	0
Total Controllable Expenditure	100	270	847	1,008	77	3,175	174	732	144
Income									
Fees & Charges	0	(1)	0	(1,782)	0	(244)	(103)	(158)	(70)
Government Grants	0	(2)	0	0	0	0	0	0	0
Other Grants & Reimbursements	0	0	0	0	0	0	0	(38)	0
Other Internal Charges	0	0	0	0	0	0	(146)	0	0
Recharges to Housing Revenue Account	0	(51)	0	0	0	0	0	0	0
Rents	(3,972)	0	0	0	0	0	0	0	0
Total Controllable Income	(3,972)	(54)	0	(1,782)	0	(244)	(249)	(196)	(70)
Net Expenditure/(Income)	(3,872)	216	847	(774)	77	2,931	(75)	536	74
Memorandum Items									
<i>Depreciation</i>	77	0	0	0	0	8,888	0	0	332
<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	(772)	0	0	0
Capital Charges	77	0	0	0	0	8,116	0	0	332
<i>MATS</i>	778	69	183	37	0	188	50	99	46
<i>Accommodation Charges</i>	386	6	25	13	0	27	8	19	0
<i>Departmental Support</i>	0	3	9	18	0	164	3	9	11
<i>Recharges</i>	0	(295)	(1,065)	0	0	0	0	(663)	0
Net Support Services	1,164	(217)	(848)	68	0	379	61	(536)	57
Total Uncontrollable	1,241	(217)	(848)	68	0	8,495	61	(536)	389
Total Service Cost	(2,631)	(1)	(1)	(706)	77	11,426	(14)	0	463

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

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
Expenditure								
Employees	452	2	207	1,876	128	703	0	8,895
Premises	2	0	108	2	1	0	0	3,412
Supplies & Services	12	21	75	196	6	19	0	1,456
Third Party Payments	0	70	0	10	0	0	0	6,601
Transport	6	6	0	1	1	12	9	159
Total Controllable Expenditure	472	99	390	2,085	136	734	9	20,524
Income								
Fees & Charges	(119)	0	(146)	269	0	(555)	0	(11,104)
Government Grants	0	0	0	0	0	0	0	(2)
Other Grants & Reimbursements	0	0	0	0	0	(69)	0	(107)
Other Internal Charges	0	0	(21)	0	0	0	0	(167)
Recharges to Housing Revenue Account	0	0	0	0	0	0	0	(319)
Rents	0	0	0	0	0	0	0	(3,974)
Total Controllable Income	(119)	0	(167)	269	0	(624)	0	(15,673)
Net Expenditure/(Income)	353	99	223	2,354	136	110	9	4,851
Memorandum Items								
<i>Depreciation</i>	0	0	35	523	0	0	1	11,369
<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	(772)
Capital Charges	0	0	35	523	0	0	1	10,597
<i>MATS</i>	238	17	79	76	43	296	0	3,064
<i>Accommodation Charges</i>	44	10	0	13	8	61	0	756
<i>Departmental Support</i>	19	11	4	26	8	0	0	367
<i>Recharges</i>	(653)	0	(340)	0	(188)	0	0	(10,044)
Net Support Services	(352)	38	(257)	115	(129)	357	0	(5,857)
Total Uncontrollable	(352)	38	(222)	638	(129)	357	1	4,740
Total Service Cost	1	137	1	2,992	7	467	10	9,591

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

Objective Summary	2020/21						2021/22		
	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)
Business, Culture and Tourism									
Culture									
Arts Development	613	(264)	349	595	(262)	333	617	(265)	352
Culture Management	11	(7)	4	11	(7)	4	137	(7)	130
Library Service	2,989	(392)	2,597	2,976	(227)	2,749	2,941	(395)	2,546
Museums and Art Gallery	889	(95)	794	853	(22)	831	896	(126)	770
Southend Theatres	52	(25)	27	52	0	52	52	(25)	27
Sport and Leisure Facilities	124	(308)	(184)	125	0	125	133	(308)	(175)
Sports Development	55	0	55	55	0	55	52	0	52
Economic Development and Regeneration									
Economic Development	651	(335)	316	751	(272)	479	1,339	(1,006)	333
Town Centre	193	(61)	132	121	(41)	80	189	(62)	127
Tourism									
Resorts Services Pier and Foreshore	1,426	(1,011)	415	1,512	(517)	995	1,464	(1,034)	430
Tourism	354	(17)	337	276	(26)	250	267	(18)	249
Business, Culture and Tourism Total	7,356	(2,515)	4,841	7,326	(1,375)	5,951	8,089	(3,246)	4,843

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

Subjective Summary	2020/21		2021/22
	Original £000s	Probable Outturn £000s	Budget £000s
Business, Culture and Tourism			
Expenditure			
Employees	4,471	4,486	5,373
Premises	1,302	1,355	1,313
Transport	70	59	70
Supplies & Services	1,084	984	1,004
Third Party Payments	428	442	329
Expenditure Total	7,356	7,326	8,089
Income			
Government Grants	(60)	(60)	(60)
Other Grants & Reimbursements	(756)	(702)	(1,427)
Sales	(140)	(137)	(143)
Fees & Charges	(1,506)	(459)	(1,563)
Rents	(52)	(17)	(52)
Income Total	(2,515)	(1,375)	(3,246)
Net Expenditure/(Income)	4,660	5,729	4,844
Memorandum Items			
Depreciation	3,116	3,116	2,798
MATS	1,558	1,558	1,835
Accommodation Charges	34	34	50
Departmental Support	474	474	301
Memorandum Items Total	5,182	5,182	4,984
Total Service Cost	9,842	10,911	9,828

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

Business, Culture & Tourism	Arts Development	Culture Management	Economic Development	Library Service	Museums and Art Gallery	Resorts Services Pier and Foreshore	Southend Theatres	Sport and Leisure Facilities
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Expenditure								
Employees	381	129	1,264	1,705	537	889	0	93
Premises	28	0	23	444	316	400	52	41
Supplies & Services	208	7	125	388	42	117	0	0
Third Party Payments	0	0	(75)	391	0	10	0	0
Transport	1	1	3	14	2	49	0	0
Total Controllable Expenditure	617	137	1,339	2,941	896	1,464	52	133
Income								
Fees & Charges	(17)	(7)	0	(112)	(80)	(994)	0	(308)
Government Grants	(30)	0	0	(30)	0	0	0	0
Other Grants & Reimbursements	(203)	0	(1,006)	(185)	0	0	0	0
Rents	0	0	0	0	(19)	(8)	(25)	0
Sales	(15)	0	0	(69)	(28)	(32)	0	0
Total Controllable Income	(265)	(7)	(1,006)	(395)	(126)	(1,034)	(25)	(308)
Net Expenditure/(Income)	352	130	333	2,546	770	430	27	(175)
Memorandum Items								
Depreciation	1	0	0	564	257	1,000	418	542
Investment Asset Revaluation Gain	0	0	0	0	0	0	0	0
Government Capital Grants	0	0	0	0	0	0	0	0
Capital Charges	1	0	0	564	257	1,000	418	542
MATS	95	43	358	655	198	377	13	26
Accommodation Charges	2	4	19	21	2	0	0	0
Departmental Support	23	16	113	11	10	14	18	10
Recharges	0	0	0	0	0	0	0	0
Net Support Services	120	63	490	687	210	391	31	36
Total Uncontrollable	121	63	490	1,251	467	1,391	449	578
Total Service Cost	473	193	823	3,797	1,237	1,821	476	403

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

Business, Culture & Tourism	Sports Development	Tourism	Town Centre	Portfolio Total
	£000s	£000s	£000s	£000s
Expenditure				
Employees	48	226	102	5,373
Premises	0	2	9	1,313
Supplies & Services	1	39	78	1,004
Third Party Payments	2	0	0	329
Transport	0	1	0	70
Total Controllable Expenditure	52	267	189	8,089
Income				
Fees & Charges	0	(8)	(39)	(1,563)
Government Grants	0	0	0	(60)
Other Grants & Reimbursements	0	(10)	(23)	(1,427)
Rents	0	0	0	(52)
Sales	0	0	0	(143)
Total Controllable Income	0	(18)	(62)	(3,246)
Net Expenditure/(Income)	52	249	127	4,843
Memorandum Items				
<i>Depreciation</i>	<i>0</i>	<i>0</i>	<i>16</i>	<i>2,798</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>
Capital Charges	0	0	16	2,798
<i>MATS</i>	<i>11</i>	<i>43</i>	<i>16</i>	<i>1,835</i>
<i>Accommodation Charges</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>50</i>
<i>Departmental Support</i>	<i>17</i>	<i>56</i>	<i>13</i>	<i>301</i>
<i>Recharges</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Net Support Services	30	99	29	2,186
Total Uncontrollable	30	99	45	4,984
Total Service Cost	82	348	172	9,827

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

Objective Summary	2020/21						2021/22		
	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)
Children and Learning									
Childrens Social Care									
Children Fieldwork Services	6,087	(5)	6,082	7,100	(5)	7,095	6,356	(5)	6,351
Children with Disabilities	1,250	(178)	1,072	1,427	(149)	1,278	1,236	(178)	1,058
Childrens Specialist Support and Commissioning	2,832	(184)	2,648	3,412	(220)	3,192	3,193	(208)	2,985
Inhouse Fostering and Adoption	5,618	(211)	5,407	4,932	(127)	4,805	5,846	(211)	5,635
Leaving Care Placements and Resources	2,291	(1,023)	1,268	3,340	(1,112)	2,228	2,918	(1,146)	1,772
Private Voluntary Independent Provider Placements	6,550	(120)	6,430	9,720	(253)	9,467	7,140	(120)	7,020
Education and Schools									
Early Years Development and Child Care Partnership	11,833	(10,471)	1,362	11,878	(10,536)	1,342	12,235	(10,878)	1,357
High Needs Educational Funding	13,446	(12,259)	1,187	15,118	(14,015)	1,103	15,432	(14,188)	1,244
School Support and Education Transport	8,652	(6,328)	2,324	6,240	(3,777)	2,463	9,298	(6,686)	2,612
Southend Adult Community College	2,277	(2,200)	77	2,277	(2,200)	77	2,277	(2,200)	77
Maintained Schools Delegated									
Maintained Schools Delegated Budgets	22,569	(22,569)	0	22,554	(22,554)	0	24,528	(24,528)	0
Pupil Premium	2,500	(2,500)	0	2,500	(2,500)	0	2,500	(2,500)	0
Youth and Family Support									
Early Help and Family Support	2,018	(1,258)	760	2,206	(1,137)	1,069	2,172	(1,186)	986
Youth Offending Service	2,035	(532)	1,503	2,011	(422)	1,589	1,930	(494)	1,436
Youth Service	538	(46)	492	473	(15)	458	550	(46)	504
Children and Learning Total	90,495	(59,883)	30,612	95,189	(59,020)	36,169	97,610	(64,574)	33,036

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

Subjective Summary	2020/21		2021/22
	Original £000s	Probable Outturn £000s	Budget £000s
Children and Learning			
Expenditure			
Employees	17,576	18,464	18,192
Premises	301	293	303
Transport	1,808	1,857	1,924
Supplies & Services	19,903	22,426	21,895
Third Party Payments	22,463	23,873	25,149
Transfer Payments	28,445	28,276	30,147
Expenditure Total	90,495	95,189	97,610
Income			
Government Grants	(57,903)	(57,287)	(62,640)
Other Grants & Reimbursements	(863)	(882)	(863)
Sales	(144)	(30)	(144)
Fees & Charges	(875)	(724)	(830)
Rents	(58)	(58)	(58)
Other Internal Charges	(40)	(40)	(40)
Income Total	(59,883)	(59,020)	(64,574)
Net Expenditure/(Income)	29,928	34,988	33,036
Memorandum Items			
Depreciation	5,048	5,048	2,090
Government Capital Grants	(862)	(862)	(1,163)
MATS	3,998	3,998	4,859
Accommodation Charges	427	427	619
Departmental Support	1,323	1,323	1,343
Memorandum Items Total	9,934	9,934	7,748
Total Service Cost	39,847	44,907	40,784

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

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	Private Voluntary Independent Provider Placements
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Expenditure										
Employees	5,116	389	2,173	2,063	128	1,951	1,347	495	0	0
Premises	63	26	3	2	5	0	0	4	0	0
Supplies & Services	572	116	648	48	11,686	3,296	193	2,216	0	0
Third Party Payments	196	194	101	32	415	8,199	4,260	189	0	7,140
Transfer Payments	0	479	255	0	0	1,971	0	0	24,528	0
Transport	408	32	14	27	1	14	46	14	0	0
Total Controllable Expenditure	6,356	1,236	3,193	2,172	12,235	15,432	5,846	2,918	24,528	7,140
Income										
Fees & Charges	0	0	(34)	(96)	0	(195)	0	0	0	0
Government Grants	0	0	(33)	(1,090)	(10,878)	(13,993)	0	(1,146)	(24,528)	0
Other Grants & Reimbursements	(5)	(178)	(141)	0	0	0	(211)	0	0	(120)
Other Internal Charges	0	0	0	0	0	0	0	0	0	0
Rents	0	0	0	0	0	0	0	0	0	0
Sales	0	0	0	0	0	0	0	0	0	0
Total Controllable Income	(5)	(178)	(208)	(1,186)	(10,878)	(14,188)	(211)	(1,146)	(24,528)	(120)
Net Expenditure/(Income)	6,351	1,058	2,985	986	1,357	1,244	5,635	1,772	0	7,020
Memorandum Items										
<i>Depreciation</i>	6	0	0	0	14	0	0	0	0	0
<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
Capital Charges	6	0	0	0	14	0	0	0	0	0
<i>MATS</i>	1,016	83	478	1,080	100	348	220	90	0	9
<i>Accommodation Charges</i>	115	0	67	91	6	61	59	21	0	0
<i>Departmental Support</i>	396	33	837	0	0	0	44	0	0	33
<i>Recharges</i>	0	0	0	0	0	0	0	0	0	0
Net Support Services	1,527	116	1,382	1,171	106	409	323	111	0	42
Total Uncontrollable	1,533	116	1,382	1,171	120	409	323	111	0	42
Total Service Cost	7,884	1,174	4,367	2,157	1,477	1,653	5,958	1,883	0	7,062

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

Children and Learning	Pupil Premium	School Support and Education Transport	Southend Adult Community College	Youth Offending Service	Youth Service	Portfolio Total
	£000s	£000s	£000s	£000s	£000s	£000s
Expenditure						
Employees	120	2,104	77	1,827	403	18,192
Premises	0	105	0	0	93	303
Supplies & Services	150	700	2,200	35	36	21,895
Third Party Payments	230	4,155	0	38	0	25,149
Transfer Payments	2,000	914	0	0	0	30,147
Transport	0	1,320	0	29	18	1,924
Total Controllable Expenditure	2,500	9,298	2,277	1,930	550	97,610
Income						
Fees & Charges	0	(504)	0	0	0	(830)
Government Grants	(2,500)	(5,936)	(2,200)	(336)	0	(62,640)
Other Grants & Reimbursements	0	(51)	0	(158)	0	(863)
Other Internal Charges	0	(40)	0	0	0	(40)
Rents	0	(58)	0	0	0	(58)
Sales	0	(98)	0	0	(46)	(144)
Total Controllable Income	(2,500)	(6,686)	(2,200)	(494)	(46)	(64,574)
Net Expenditure/(Income)	0	2,612	77	1,436	504	33,036
Memorandum Items						
<i>Depreciation</i>	0	1,956	114	0	0	2,090
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	(1,163)	0	0	0	(1,163)
Capital Charges	0	793	114	0	0	927
<i>MATS</i>	25	910	24	390	86	4,859
<i>Accommodation Charges</i>	0	66	0	133	0	619
<i>Departmental Support</i>	0	0	0	0	0	1,343
<i>Recharges</i>	0	0	0	0	0	0
Net Support Services	25	976	24	523	86	6,821
Total Uncontrollable	25	1,769	138	523	86	7,748
Total Service Cost	25	4,381	215	1,959	590	40,784

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

Objective Summary	2020/21						2021/22		
	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)
Community Safety and Customer Contact									
Community Safety									
Closed Circuit Television	534	(35)	499	532	(30)	502	526	(35)	491
Community Safety	700	(32)	668	834	(32)	802	827	(32)	795
Customer Services									
Customer Services Centre	2,313	(309)	2,004	2,161	(229)	1,932	2,125	(179)	1,946
Registration of Births Deaths and Marriages	366	(470)	(104)	366	(365)	1	362	(481)	(119)
Regulatory Services									
Regulatory Business	29	(15)	14	98	(12)	86	29	(15)	14
Regulatory Licensing	118	(488)	(370)	117	(289)	(172)	113	(499)	(386)
Regulatory Management	1,228	0	1,228	1,138	0	1,138	1,331	0	1,331
Regulatory Protection	72	(14)	58	72	(14)	58	69	(14)	55
Community Safety and Customer Contact Total	5,360	(1,360)	4,000	5,318	(969)	4,349	5,383	(1,254)	4,129

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

Subjective Summary	2020/21		2021/22
	Original £000s	Probable Outturn £000s	Budget £000s
Community Safety and Customer Contact			
Expenditure			
Employees	4,657	4,444	4,643
Premises	29	234	219
Transport	20	20	28
Supplies & Services	581	523	419
Third Party Payments	74	97	74
Expenditure Total	5,360	5,318	5,383
Income			
Other Grants & Reimbursements	(35)	(246)	(195)
Sales	(3)	(3)	(3)
Fees & Charges	(1,307)	(705)	(1,040)
Rents	(15)	(15)	(16)
Income Total	(1,360)	(969)	(1,254)
Net Expenditure/(Income)	3,982	4,196	4,129
Memorandum Items			
Depreciation	130	130	27
MATS	1,081	1,081	1,444
Accommodation Charges	170	170	243
Departmental Support	1,950	1,950	2,091
Recharges	(4,041)	(4,041)	(4,344)
Memorandum Items Total	(710)	(710)	(539)
Total Service Cost	3,272	3,486	3,590

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

Community Safety and Customer Contact	Closed Circuit Television	Community Safety	Customer Services Centre	Registration of Births Deaths and Marriages	Regulatory Business	Regulatory Licensing	Regulatory Management	Regulatory Protection	Portfolio Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Expenditure									
Employees	402	529	1,977	335	0	40	1,305	56	4,643
Premises	8	204	1	6	0	0	0	0	219
Supplies & Services	116	53	146	20	19	35	16	13	419
Third Party Payments	0	30	0	0	10	34	0	0	74
Transport	0	10	2	1	0	5	10	0	28
Total Controllable Expenditure	526	827	2,125	362	29	113	1,331	69	5,383
Income									
Fees & Charges	(35)	0	(19)	(464)	(12)	(497)	0	(14)	(1,040)
Other Grants & Reimbursements	0	(32)	(160)	0	(3)	0	0	0	(195)
Rents	0	0	0	(16)	0	0	0	0	(16)
Sales	0	0	0	(1)	0	(2)	0	0	(3)
Total Controllable Income	(35)	(32)	(179)	(481)	(15)	(499)	0	(14)	(1,254)
Net Expenditure/(Income)	491	795	1,946	(119)	14	(386)	1,331	55	4,129
Memorandum Items									
<i>Depreciation</i>	27	0	0	0	0	0	0	0	27
<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
Capital Charges	27	0	0	0	0	0	0	0	27
<i>MATS</i>	110	107	539	207	2	262	207	10	1,444
<i>Accommodation Charges</i>	0	0	152	34	0	0	55	2	243
<i>Departmental Support</i>	16	16	80	11	743	780	33	412	2,091
<i>Recharges</i>	0	0	(2,718)	0	0	0	(1,626)	0	(4,344)
Net Support Services	126	123	(1,947)	252	745	1,042	(1,331)	424	(566)
Total Uncontrollable	153	123	(1,947)	252	745	1,042	(1,331)	424	(539)
Total Service Cost	644	918	(1)	133	759	656	0	479	3,590

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

Objective Summary	2020/21						2021/22		
	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)
Environment and Planning									
Cemeteries and Crematorium									
Cemeteries and Crematorium	1,078	(2,692)	(1,614)	1,108	(2,692)	(1,584)	1,085	(2,755)	(1,670)
Energy									
Climate Change	476	(394)	82	516	(372)	144	492	(406)	86
Flooding									
Flood and Sea Defence	414	(13)	401	604	(9)	595	414	(13)	401
Parks and Open Spaces									
Amenity Services Organisation	4,058	(612)	3,446	4,019	(525)	3,494	4,089	(626)	3,463
Parks and Amenities Management	1,517	(455)	1,062	1,533	(313)	1,220	1,508	(474)	1,034
Planning									
Building Control	449	(460)	(11)	447	(385)	62	454	(471)	(17)
Development Control	1,038	(750)	288	1,197	(797)	400	1,027	(790)	237
Regional and Local Town Plan	830	0	830	823	0	823	552	0	552
Waste and Street Scene									
Enterprise Tourism and Environment Central Pool	1,519	0	1,519	1,727	0	1,727	1,056	0	1,056
Environmental Care	228	(4)	224	222	(4)	218	224	(4)	220
Household Recycling	498	(7)	491	482	(7)	475	507	(7)	500
Public Conveniences	504	0	504	508	0	508	508	0	508
Street Cleansing	1,418	0	1,418	1,443	0	1,443	1,443	0	1,443
Waste Collection	5,088	0	5,088	5,050	0	5,050	5,180	0	5,180
Waste Disposal	4,469	0	4,469	5,644	0	5,644	4,871	0	4,871
Waste Management	289	(230)	59	310	(230)	80	375	(309)	66
Environment and Planning Total	23,874	(5,618)	18,256	25,633	(5,334)	20,299	23,787	(5,855)	17,932

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

Subjective Summary	2020/21		2021/22
	Original £000s	Probable Outturn £000s	Budget £000s
Environment and Planning			
Expenditure			
Employees	8,504	8,423	8,167
Premises	773	901	768
Transport	479	558	479
Supplies & Services	1,617	1,920	1,336
Third Party Payments	12,501	13,832	13,036
Expenditure Total	23,874	25,633	23,787
Income			
Government Grants	(13)	0	(13)
Other Grants & Reimbursements	(546)	(555)	(627)
Sales	(3)	(3)	(3)
Fees & Charges	(5,042)	(4,747)	(5,199)
Rents	(14)	(30)	(14)
Income Total	(5,618)	(5,334)	(5,855)
Net Expenditure/(Income)	18,229	19,845	17,932
Memorandum Items			
Depreciation	820	820	742
Government Capital Grants	(35)	(35)	(75)
MATS	1,777	1,777	2,168
Accommodation Charges	121	121	175
Departmental Support	418	418	310
Recharges	(1,645)	(1,645)	(1,256)
Memorandum Items Total	1,456	1,456	2,064
Total Service Cost	19,650	21,266	19,996

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

Environment and Planning	Amenity Services Organisation	Building Control	Cemeteries and Crematorium	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	£000s
Expenditure									
Employees	3,122	444	631	463	895	1,030	173	75	0
Premises	55	0	271	0	0	0	0	66	0
Supplies & Services	389	3	155	27	124	23	16	46	0
Third Party Payments	128	0	11	0	0	0	18	227	507
Transport	394	7	18	2	8	4	18	0	0
Total Controllable Expenditure	4,089	454	1,085	492	1,027	1,056	224	414	507
Income									
Fees & Charges	(626)	(471)	(2,752)	(91)	(790)	0	(4)	0	0
Government Grants	0	0	0	0	0	0	0	(13)	0
Other Grants & Reimbursements	0	0	0	(316)	0	0	0	0	0
Rents	0	0	0	0	0	0	0	0	(7)
Sales	0	0	(3)	0	0	0	0	0	0
Total Controllable Income	(626)	(471)	(2,755)	(406)	(790)	0	(4)	(13)	(7)
Net Expenditure/(Income)	3,463	(17)	(1,670)	86	237	1,056	220	401	500
Memorandum Items									
<i>Depreciation</i>	23	0	123	0	0	0	0	342	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
Capital Charges	23	0	123	0	0	0	0	342	0
<i>MATS</i>	614	163	117	98	319	262	35	12	0
<i>Accommodation Charges</i>	0	15	0	6	33	76	6	0	0
<i>Departmental Support</i>	13	29	0	14	26	0	11	11	8
<i>Recharges</i>	0	0	0	0	0	(1,256)	0	0	0
Net Support Services	627	207	117	118	378	(918)	52	23	8
Total Uncontrollable	650	207	240	118	378	(918)	52	365	8
Total Service Cost	4,113	190	(1,430)	204	615	138	272	766	508

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

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
Expenditure								
Employees	558	0	411	0	0	0	365	8,167
Premises	189	180	0	7	0	0	0	768
Supplies & Services	384	10	137	13	0	0	9	1,336
Third Party Payments	354	318	0	1,423	5,180	4,871	0	13,036
Transport	24	0	4	0	0	0	1	479
Total Controllable Expenditure	1,508	508	552	1,443	5,180	4,871	375	23,787
Income								
Fees & Charges	(466)	0	0	0	0	0	0	(5,199)
Government Grants	0	0	0	0	0	0	0	(13)
Other Grants & Reimbursements	(2)	0	0	0	0	0	(309)	(627)
Rents	(6)	0	0	0	0	0	0	(14)
Sales	0	0	0	0	0	0	0	(3)
Total Controllable Income	(474)	0	0	0	0	0	(309)	(5,855)
Net Expenditure/(Income)	1,034	508	552	1,443	5,180	4,871	66	17,932
Memorandum Items								
<i>Depreciation</i>	155	66	0	3	0	0	30	742
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0	0	0
<i>Government Capital Grants</i>	(75)	0	0	0	0	0	0	(75)
Capital Charges	80	66	0	3	0	0	30	667
<i>MATS</i>	317	68	94	0	6	9	54	2,168
<i>Accommodation Charges</i>	17	0	9	0	0	0	13	175
<i>Departmental Support</i>	95	9	13	9	13	12	47	310
<i>Recharges</i>	0	0	0	0	0	0	0	(1,256)
Net Support Services	429	77	116	9	19	21	114	1,397
Total Uncontrollable	509	143	116	12	19	21	144	2,064
Total Service Cost	1,543	651	668	1,455	5,199	4,892	210	19,996

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

Objective Summary	2020/21						2021/22		
	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)
Health and Adult Social Care									
Adult Social Care									
Adult Support Services and Management	509	0	509	519	(43)	476	267	0	267
Business Support Team	1,881	(154)	1,727	2,012	(200)	1,812	2,102	(305)	1,797
Healthwatch Regulation	123	(69)	54	123	(69)	54	123	(69)	54
Older People	30,009	(20,745)	9,264	35,150	(25,295)	9,855	31,702	(21,746)	9,956
Other Community Services	4,577	(2,708)	1,869	4,299	(2,068)	2,231	3,983	(1,957)	2,026
People with a Learning Disability	15,550	(1,890)	13,660	16,689	(2,200)	14,489	16,264	(2,192)	14,072
People with a Physical or Sensory Impairment	5,588	(1,306)	4,282	6,136	(1,625)	4,511	5,867	(1,263)	4,604
People with Mental Health Needs	4,629	(395)	4,234	5,297	(833)	4,464	4,670	(458)	4,212
Strategy, Development and Commissioning	3,459	(958)	2,501	3,488	(932)	2,556	3,521	(951)	2,570
Health									
Drug and Alcohol Action Team	2,469	(2,187)	282	2,350	(2,187)	163	2,405	(2,123)	282
Public Health	6,426	(6,612)	(186)	8,061	(7,802)	259	6,506	(6,802)	(296)
Young Persons Drug and Alcohol Team	277	(265)	12	247	(235)	12	236	(212)	24
Voluntary and Community Services									
Support to Voluntary Sector	701	0	701	697	0	697	697	0	697
Health and Adult Social Care Total	76,197	(37,289)	38,908	85,066	(43,490)	41,576	78,341	(38,079)	40,262

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

Subjective Summary	2020/21		2021/22
	Original £000s	Probable Outturn £000s	Budget £000s
Health and Adult Social Care			
Expenditure			
Employees	17,775	18,336	17,849
Premises	271	355	265
Transport	453	537	570
Supplies & Services	5,254	6,241	5,394
Third Party Payments	52,444	59,597	54,263
Expenditure Total	76,197	85,066	78,341
Income			
Government Grants	(9,840)	(15,085)	(9,941)
Other Grants & Reimbursements	(15,990)	(17,100)	(16,363)
Fees & Charges	(11,411)	(11,149)	(11,674)
Rents	(48)	(104)	(48)
Recharges to Housing Revenue Account	0	(52)	(53)
Income Total	(37,289)	(43,490)	(38,079)
Net Expenditure/(Income)	35,219	41,018	40,262
Memorandum Items			
Depreciation	1,640	1,640	1,615
MATS	3,684	3,684	4,306
Accommodation Charges	400	400	569
Departmental Support	4,685	4,685	4,552
Recharges	(7,419)	(7,419)	(7,150)
Memorandum Items Total	2,990	2,990	3,892
Total Service Cost	38,209	44,008	44,154

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

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
Expenditure								
Employees	255	1,899	242	0	2,184	3,194	594	1,487
Premises	0	0	1	0	42	2	15	197
Supplies & Services	9	51	1,890	123	410	239	5	606
Third Party Payments	1	136	269	0	29,062	535	15,230	3,525
Transport	2	15	3	0	4	14	420	52
Total Controllable Expenditure	267	2,102	2,405	123	31,702	3,983	16,264	5,867
Income								
Fees & Charges	0	(114)	0	0	(10,222)	0	(774)	(216)
Government Grants	0	0	(2,069)	(69)	0	(42)	0	(419)
Other Grants & Reimbursements	0	(192)	(54)	0	(11,523)	(1,862)	(1,418)	(580)
Recharges to Housing Revenue Account	0	0	0	0	0	(53)	0	0
Rents	0	0	0	0	0	0	0	(48)
Total Controllable Income	0	(305)	(2,123)	(69)	(21,746)	(1,957)	(2,192)	(1,263)
Net Expenditure/(Income)	267	1,797	282	54	9,956	2,026	14,072	4,604
Memorandum Items								
Depreciation	52	0	0	0	881	0	682	0
Investment Asset Revaluation Gain	0	0	0	0	0	0	0	0
Government Capital Grants	0	0	0	0	0	0	0	0
Capital Charges	52	0	0	0	881	0	682	0
MATS	52	495	61	1	655	749	263	264
Accommodation Charges	12	108	8	0	52	134	32	19
Departmental Support	0	0	0	8	1,861	104	629	357
Recharges	(384)	(2,285)	0	0	0	0	0	(119)
Net Support Services	(320)	(1,682)	69	9	2,568	987	924	521
Total Uncontrollable	(268)	(1,682)	69	9	3,449	987	1,606	521
Total Service Cost	(1)	115	351	63	13,405	3,013	15,678	5,125

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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
Expenditure						
Employees	853	3,577	3,336	0	229	17,849
Premises	2	6	0	0	0	265
Supplies & Services	6	1,176	176	697	7	5,394
Third Party Payments	3,798	1,707	0	0	0	54,263
Transport	12	39	9	0	1	570
Total Controllable Expenditure	4,670	6,506	3,521	697	236	78,341
Income						
Fees & Charges	(323)	0	(26)	0	0	(11,674)
Government Grants	0	(6,802)	(328)	0	(212)	(9,941)
Other Grants & Reimbursements	(135)	0	(598)	0	0	(16,363)
Recharges to Housing Revenue Account	0	0	0	0	0	(53)
Rents	0	0	0	0	0	(48)
Total Controllable Income	(458)	(6,802)	(951)	0	(212)	(38,079)
Net Expenditure/(Income)	4,212	(296)	2,570	697	24	40,262
Memorandum Items						
<i>Depreciation</i>	0	0	0	0	0	1,615
<i>Investment Asset Revaluation Gain</i>	0	0	0	0	0	0
<i>Government Capital Grants</i>	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	1,615
<i>MATS</i>	238	834	631	0	63	4,306
<i>Accommodation Charges</i>	0	83	106	0	15	569
<i>Departmental Support</i>	519	1,074	0	0	0	4,552
<i>Recharges</i>	0	(1,058)	(3,304)	0	0	(7,150)
Net Support Services	757	933	(2,567)	0	78	2,277
Total Uncontrollable	757	933	(2,567)	0	78	3,892
Total Service Cost	4,969	637	3	697	102	44,154

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

Contingency

	Estimate for 2020/21		Estimate 2021/22
	Original	Probable Outturn	
	£000s	£000s	£000s
Contingency Sums			
General Contingency	2,617	2,030	2,798
Childrens Social Care Contingency	3,000	3,000	0
General Inflation	600	284	600
Net Expenditure	6,217	5,314	3,398

Levies etc.

	Estimate for 2020/21		Estimate 2021/22
	Original	Probable Outturn	
	£000s	£000s	£000s
Levies			
Kent & Essex Inshore Fisheries & Conservation Authority	22	22	22
Essex Local Flood Defences	205	205	209
Coroners Court	418	418	414
Net Expenditure	645	645	645

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Financing Costs & Interest

	2020/21		Original Budget 2021/22 £000s
	Original Budget £000s	Probable Outturn £000s	
Financing Costs & Interest			
Expenditure			
External Interest on Debt (PWLB)	12,506	11,696	11,677
External Interest on Debt (GIB)	323	323	320
External Interest on Debt (ECC)	281	281	255
Minimum Revenue Provision	8,833	8,548	9,450
Minimum Revenue Provision (ECC)	569	519	495
Minimum Revenue Provision (Leases)	385	385	346
Interest on Balances etc	37	117	32
Total Expenditure	22,934	21,869	22,575
Less Finance Lease Adjustments	(385)	(385)	(346)
Less Interest Charged to HRA	(3,375)	(3,215)	(3,208)
Total Interest & Minimum Revenue Provision Payable	19,174	18,269	19,021
Income			
Interest Earned on Balances	(2,420)	(2,130)	(1,923)
Financial Instruments Reversed	350	350	350
Less Interest Payable to HRA	430	430	82
Total Interest Receivable	(1,640)	(1,350)	(1,491)
Net Expenditure/(Income)	17,534	16,919	17,530

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Housing Revenue Account

	2020/21		2021/22
	Original	Revised	
	£000s	£000s	£000s
Expenditure			
Employees	206	206	206
Premises (excluding repairs)	795	809	798
Repairs	5,657	5,657	5,664
Supplies & services	96	107	141
Management Fee	6,114	6,012	6,336
Internal Recharge to Service	1,301	1,299	1,475
Provision for bad debts	455	705	455
Depreciation*	5,365	6,409	6,729
Interest & Debt Management Charges	3,400	3,246	3,236
Total Expenditure	23,388	24,449	25,040
Income			
Fees and charges	(339)	(439)	(350)
Dwelling Rents	(25,848)	(26,578)	(26,436)
Other Rents	(1,461)	(1,461)	(1,487)
Other	(20)	(20)	(20)
Interest	(430)	(156)	(82)
Recharged to Capital	(424)	(458)	(727)
Total Income	(28,521)	(29,111)	(29,102)
Net Operating Expenditure	(5,133)	(4,662)	(4,062)
Revenue Contribution to Capital Outlay	8,708	4,636	8,334
Appropriation to Earmarked Reserves	(3,575)	26	(4,272)
(Surplus) or Deficit in Year	0	0	0

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

Summary of Capital Expenditure 2021/22 to 2025/26

	2021/22	2022/23	2023/24	2024/25	2025/26 and future years	Total
	£000s	£000s	£000s	£000s	£000s	£000s
By Portfolio						
Leader: Housing, ICT, Revenues & Benefits	25,109	21,777	9,990	9,641	8,663	75,180
Deputy Leader: Assets, Highways and Transport	28,171	8,534	6,595	6,100	4,000	53,400
Business Culture and Tourism	13,835	14,600	1,250	1,250	-	30,935
Children and Learning	1,953	900	300	262	-	3,415
Community Safety and Customer Contact	2,199	2,766	-	-	-	4,965
Environment and Planning	1,880	1,503	371	166	-	3,920
Health and Adult Social Care	6,735	-	-	-	-	6,735
Total	79,882	50,080	18,506	17,419	12,663	178,550
By Area of Investment						
General Fund Housing	827	761	762	500	1,663	4,513
Council Housing Refurbishment	10,088	8,111	6,663	6,741	-	31,603
Council Housing Acquisitions and New Build Programme	8,852	11,155	1,065	900	-	21,972
Social Care	6,735	-	-	-	-	6,735
Schools	1,953	900	300	262	-	3,415
Enterprise and Regeneration	8,931	10,050	1,500	1,500	7,000	28,981
Southend Pier	6,748	6,300	1,250	1,250	-	15,548
Culture and Tourism	915	-	-	-	-	915
Community Safety	2,199	66	-	-	-	2,265
Highways and Infrastructure	25,398	5,213	4,495	4,000	4,000	43,106
Works to Property	3,139	6,720	2,100	2,100	-	14,059
Energy Saving	713	769	336	-	-	1,818
ICT	3,012	-	-	-	-	3,012
S106/S38/CIL	372	35	35	166	-	608
Total	79,882	50,080	18,506	17,419	12,663	178,550
Funded by						
Borrowing	35,561	27,504	9,923	8,850	11,000	92,838
Capital Grants	21,890	1,459	820	762	1,663	26,594
Third Party Contributions, including Planning	439	35	35	166	-	675
Revenue Contribution	2,617	1,816	-	-	-	4,433
GF Capital Receipts	435	-	-	-	-	435
General Fund	60,942	30,814	10,778	9,778	12,663	124,975
Borrowing	-	883	900	900	-	2,683
Third Party Contributions	706	247	-	-	-	953
HRA Capital Receipts	2,392	3,352	50	-	-	5,794
HRA - Revenue Contribution	8,334	7,743	115	-	-	16,192
Major Repairs Reserve	7,508	7,041	6,663	6,741	-	27,953
Housing Revenue Account (HRA)	18,940	19,266	7,728	7,641	-	53,575
Total Funding	79,882	50,080	18,506	17,419	12,663	178,550

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

	2021/22	2022/23	2023/24	2024/25	2025/26 and future years	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Schemes Subject to Viable Business Case						
Footways Improvements	3,000	4,000	4,000	4,000	4,000	19,000
Carriageways Improvements	2,000	2,000	2,000	2,000	2,000	10,000
Tree Planting						-
Better Queensway - Additional Affordable Housing						10,000
Better Queensway Housing and Commerical Property acquisitions						19,925
Better Queensway Energy Centre						4,200
Regeneration Pipeline Schemes						-
Strategic and Regeneration Acquisitions						10,380
Private Sector Housing Strategy						785
ICT - Operational requirements						-
Coastal Defence						-
Cliffs Stabilisation						-
Shoebury Health Centre						-
East Beach Masterplan						-
Town Centre and Seafront Security Works						-
Civic Centre Campus Masterplan						-
Cliffs Pavilion Refurbishment and Remodelling						-
Seafront Illuminations						-
Town Centre Masterplan (including parking provision)						-
Museums Collection Store						-
Total Schemes Subject to Viable Business Cases (plus investment yet to be costed):						74,290

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

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

Scheme	2021/22	2022/23	2023/24	2024/25	2025/26 and future years	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Disabled Facilities Grant	500	500	500	500	1,663	3,663
Private Sector Housing Strategy - Empty Homes	262	261	262	-	-	785
Housing and Development Pipeline Feasibility - GF	65	-	-	-	-	65
Total General Fund Housing	827	761	762	500	1,663	4,513
Bathroom Refurbishment	146	102	96	105	-	449
Central Heating	745	201	109	93	-	1,148
Common Areas Improvement	2,162	1,337	1,478	1,566	-	6,543
Environmental - H&S works	620	1,274	1,076	772	-	3,742
Kitchen Refurbishments	669	971	616	972	-	3,228
Rewiring	809	273	380	404	-	1,866
Roofs	680	961	1,074	1,040	-	3,755
Windows and Doors	907	1,152	1,064	1,013	-	4,136
HRA - SBC Buybacks Refurbishment	324	-	-	-	-	324
Sprinkler System Installation Pilot	486	-	-	-	-	486
Tower Blocks Boroughwide Annunciation System	270	-	-	-	-	270
HRA Disabled Adaptations - Major Adaptations	770	770	770	776	-	3,086
Sheltered Housing DDA works	-	345	-	-	-	345
Balmoral Estate Improvement and Structural Works	1,500	725	-	-	-	2,225
Total Council Housing and New Build Programme	10,088	8,111	6,663	6,741	-	31,603
Housing Construction Scheme - Phase 3	2,276	2,448	73	-	-	4,797
Housing Construction Scheme - Phase 4	1,940	4,034	92	-	-	6,066
Housing Construction Scheme - Modern Methods of Construction (MMC)	995	582	-	-	-	1,577
Housing Construction Scheme - Land Assembly Fund (S106)	468	232	-	-	-	700
HRA Affordable Housing Acquisitions Programme	3,000	2,976	-	-	-	5,976
Housing and Development Pipeline Feasibility - HRA	173	-	-	-	-	173
Acquisition of tower block leaseholds - Queensway	-	883	900	900	-	2,683
Total Council Housing and New Build Programme	8,852	11,155	1,065	900	-	21,972
Better Queensway - Programme Management	830	-	-	-	-	830
Better Queensway - Loan to Joint Venture	1,250	1,750	1,500	1,500	7,000	13,000
Housing Infrastructure Feasibility	250	-	-	-	-	250
Total Enterprise and Regeneration	2,330	1,750	1,500	1,500	7,000	14,080
N3 Connectivity in Civic Building	39	-	-	-	-	39
ICT - Technology Device Refresh	150	-	-	-	-	150
ICT - Application Transformation	1,728	-	-	-	-	1,728
ICT - Digital Enablement	361	-	-	-	-	361
ICT - Security and Resiliency	190	-	-	-	-	190
ICT - Stabilise the Estate	423	-	-	-	-	423
ICT – Childrens and Adults Social Care - Implementation of ContrOCC modules	121	-	-	-	-	121
Total ICT	3,012	-	-	-	-	3,012
Total Capital Investment Schemes	25,109	21,777	9,990	9,641	8,663	75,180

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

Capital Investment Programme
Deputy Leader: Assets, Highways and Transport

Scheme	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 and future years £000s	Total £000s
Cliff Slips - Ground Investigation Works	400	-	-	-	-	400
Carriageways Improvements	2,000	1,500	1,500	1,500	1,500	8,000
Footways Improvements	3,000	2,500	2,500	2,500	2,500	13,000
Junction Protection	337	288	-	-	-	625
Zebra Crossing Surfacing Replacement	150	150	200	-	-	500
Improve Footway Condition Around Highway Trees	150	150	-	-	-	300
Street Lighting Infills	125	125	-	-	-	250
Belton Way Highways Protection	3,190	-	-	-	-	3,190
Bridge Strengthening - Challenge Fund	949	-	-	-	-	949
Emergency Active Travel Fund	932	-	-	-	-	932
Traffic Signs Upgrade	255	100	100	-	-	455
Vehicle Restraint Replacement	175	-	-	-	-	175
Car Park Improvements	160	100	100	-	-	360
Car Park Resurfacing	250	100	-	-	-	350
Improved Car Park Signage and Guidance Systems	107	-	-	-	-	107
Gas Works Car Park	185	-	-	-	-	185
Parking Signage Replacement	90	-	-	-	-	90
LTP (Integrated Transport block) - Bridge Strengthening	300	-	-	-	-	300
LTP (Integrated Transport block) - Better Sustainable Transport	450	-	-	-	-	450
LTP (Integrated Transport block) - Better Networks	425	-	-	-	-	425
LTP (Integrated Transport block) - Traffic Management Schemes	400	-	-	-	-	400
LTP (Integrated Transport block) - Traffic Control Systems	126	-	-	-	-	126
LTP - Maintenance	700	-	-	-	-	700
LTP - Maintenance - Street Lighting	121	-	-	-	-	121
A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	6,929	-	-	-	-	6,929
Extension of London Road Public Realm Improvement to Victoria Circus	1,316	-	-	-	-	1,316
Local Growth Fund - Southend Town Centre Interventions	1,350	-	-	-	-	1,350
Southend Transport Model	460	200	95	-	-	755
Total Highways and Infrastructure	25,032	5,213	4,495	4,000	4,000	42,740
62 Avenue Road - demolition	39	-	-	-	-	39
Aviation Way Car Park	400	-	-	-	-	400
Civic Campus - Efficient Use of Space	114	100	-	-	-	214
Futures Demolition	50	-	-	-	-	50
Seaways - HCA Condition Funding	170	-	-	-	-	170
SMAC Eastern Esplanade Slipway	27	-	-	-	-	27
Civic Centre Boilers	100	1,121	-	-	-	1,221
Fire Improvement Works	882	750	750	750	-	3,132
Property Refurbishment Programme	760	750	750	750	-	3,010
Priority Works	597	600	600	600	-	2,397
Total Works to Property	3,139	3,321	2,100	2,100	-	10,660
Total Capital Investment Schemes	28,171	8,534	6,595	6,100	4,000	53,400

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

**Capital Investment Programme
Business Culture and Tourism**

Scheme	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 and future years £000s	Total £000s
Airport Business Park (including Local Growth Fund)	5,101	7,800	-	-	-	12,901
Airport Business Park - Acquisition	1,000	-	-	-	-	1,000
Victoria Centre	500	500	-	-	-	1,000
Total Enterprise and Regeneration	6,601	8,300	-	-	-	14,901
Southend Pier - Bearing Refurbishment (Phase 1)	956	-	-	-	-	956
Southend Pier - Condition Works Engineers	1,250	1,250	1,250	1,250	-	5,000
Southend Pier - Condition Works Surveyors	104	-	-	-	-	104
Southend Pier - Pier Head Development (Phase 1)	1,175	-	-	-	-	1,175
Southend Pier - Prince George Extension (Phase Two)	1,158	1,008	-	-	-	2,166
Southend Pier - Replacement of Pier Trains	808	-	-	-	-	808
Southend Pier - Timber Outer Pier Head	1,161	4,042	-	-	-	5,203
Pier Pavillion Bar Conversion	136	-	-	-	-	136
Total Southend Pier	6,748	6,300	1,250	1,250	-	15,548
Branch Library Refurbishments	98	-	-	-	-	98
Cliffs Pavilion – Auditorium Air Handling Unit	21	-	-	-	-	21
Cliffs Pavilion Refurbishment and Remodelling - design specification	333	-	-	-	-	333
Energy Improvements in Culture Property Assets	24	-	-	-	-	24
"Make Southend Sparkle" Initiative	10	-	-	-	-	10
Total Culture and Tourism	486	-	-	-	-	486
Total Capital Investment Schemes	13,835	14,600	1,250	1,250	-	30,935

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

**Capital Investment Programme
Children and Learning**

Scheme	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 and future years £000s	Total £000s
Chalkwell Hall Infants New Classroom Demountables	523	-	-	-	-	523
Future Condition Works	500	500	-	-	-	1,000
Devolved Formula Capital	100	100	-	-	-	200
School Improvement and Provision of School Places	600	-	-	-	-	600
Special Provision Capital Fund	230	300	300	262	-	1,092
Total Schools	1,953	900	300	262	-	3,415
Total Capital Investment Schemes	1,953	900	300	262	-	3,415

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

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

Scheme	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 and future years £000s	Total £000s
CCTV Equipment Renewal	1,789	66	-	-	-	1,855
Security Measures	410	-	-	-	-	410
Total Community Safety	2,199	66	-	-	-	2,265
Crematorium Refurbishment	-	2,700	-	-	-	2,700
Total Works to Property	-	2,700	-	-	-	2,700
Total Capital Investment Schemes	2,199	2,766	-	-	-	4,965

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

Capital Investment Programme Environment and Planning

Scheme	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 and future years £000s	Total £000s
Chalkwell Park and Priory Park Tennis Courts	17	-	-	-	-	17
Playground Gates	120	-	-	-	-	120
Shoebury Common Regeneration	185	-	-	-	-	185
Southend Tree Policy Review - additional trees	57	-	-	-	-	57
Relocation of Badger Sett	50	-	-	-	-	50
Total Parks	429	-	-	-	-	429
Coastal Defence (Shoebury Common Sea Defence Scheme)	41	-	-	-	-	41
Coastal Defence - Bastion at Westcliff	200	-	-	-	-	200
Improving Resilience of the Borough to Flooding from Extreme Weather Events	125	-	-	-	-	125
Total Sea Defences	366	-	-	-	-	366
Public Toilet Provision	-	699	-	-	-	699
Total Works to Property	-	699	-	-	-	699
Energy Efficiency Projects	177	369	-	-	-	546
Real Time Air Quality Measurement - Feasibility	56	-	-	-	-	56
Solar PV Projects	200	400	336	-	-	936
Schools and Council Buildings Solar PV	200	-	-	-	-	200
Electronic Vehicles Projects	80	-	-	-	-	80
Total Local Energy Saving	713	769	336	-	-	1,818
S106 3-5 High Street 1501496AMDT - affordable housing	24	-	-	-	-	24
S106 Ajax Works 0300130ful - landscaping maintenance	1	1	1	2	-	5
S106 Avenue Works 1401968AMDT - Public Art	15	-	-	-	-	15
S106 Former Balmoral 1400914FULM – public art contribution	1	-	-	-	-	1
S106 Garrison 0000777 Deposit - CCTV	1	-	-	-	-	1
S106 Garrison 0000777 Deposit - information boards	2	-	-	-	-	2
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	10	-	-	-	-	10
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	6	-	-	-	-	6
S106 Lifstan Way 0000273 Out - Open Space Maintenance	4	4	4	62	-	74
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	25	-	-	-	-	25
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	30	30	30	102	-	192
S106 22-23 The Leas 0700820FULM - bus service contribution	43	-	-	-	-	43
S106 Essex House 1500521FULM - bus stop improvement	3	-	-	-	-	3
S106 Former College 1500803BC4M - parking survey contribution	10	-	-	-	-	10
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	2	-	-	-	-	2
S106 Sunlight Ldry 1400411FULM - Highway Works	2	-	-	-	-	2
S106 Seec 0200500ful - Highway Works	104	-	-	-	-	104
S106 Univ H-Way0401561ful	2	-	-	-	-	2
S38/S278 Airport 0901960 Fulm	26	-	-	-	-	26
S38 Bellway Homes 14/00943/fulm	49	-	-	-	-	49

**Capital Investment Programme
Environment and Planning**

Scheme	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 and future years £000s	Total £000s
S78 Bellway Homes 14/00943/fulm	8	-	-	-	-	8
S38 Fossetts Farm Bridleway	1	-	-	-	-	1
CIL Ward NA – Milton – Milton Park improvements	2	-	-	-	-	2
CIL Ward NA – Milton – Park Street replacement bollards	1	-	-	-	-	1
Total S106/S38/CIL	372	35	35	166	-	608
Total Capital Investment Schemes	1,880	1,503	371	166	-	3,920

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

**Capital Investment Programme
Health and Adult Social Care**

Scheme	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 and future years £000s	Total £000s
Liquid Logic Portals	3	-	-	-	-	3
Mental Health Funding Stream	32	-	-	-	-	32
Delaware and Priory New Build	6,700	-	-	-	-	6,700
Total Adults Social Care	6,735	-	-	-	-	6,735
Total Capital Investment Schemes	6,735	-	-	-	-	6,735

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

Glossary

FTEs	Full time equivalent - the number of employees is expressed as the equivalent number of posts not the number of people.
Objective Summary	The objective summary for each portfolio shows net expenditure classified by service.
Subjective Summary	The subjective summary for each portfolio shows expenditure and income classified by type rather than by service. The standard headings are as follows:-
Employees	<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>
Premises	<i>Expenses directly related to land and buildings.</i>
Transport	<i>Expenses associated with the provision, hire or use of transport.</i>
Supplies and Services	<i>All direct supplies and service expenses to the Borough Council including equipment, printing, stationery and procurement.</i>
Transfer Payments	<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>
Third Party Payments	<i>Payments to external providers in return for the provision of a service. This includes contractors (but not capital work) and consultants.</i>
MATS (Managerial & Technical, Accommodation & Departmental Support)	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.
Depreciation etc	The revenue charges arising from capital assets held by the Council, mainly comprising depreciation. Certain non-value adding capital (Revenue Expenditure Funding from Capital Under Statute - REFCUS) is also charged here.
Government Grants	Specific grants received from Government.
Other Grants and Reimbursements	Grants and contributions towards a specific project received from bodies and partners other than Central Government.
Sales	Sales of goods and services.
Fees and Charges	Charges for the use of Council services such as swimming pools and car parking.
Rents	Income received from the renting out or letting of Council property.
Interest	Interest earned on cash balances.
Government Capital Grants	Government Grants received specifically to fund capital expenditure. Where the expenditure is taken to the revenue account (see depreciation above) any associated grant also gets applied to the revenue account.
Other	Income which does not fall within the description of other headings and is not significant enough to warrant a separate description.
Recharges	The value of costs recharged by departmental and corporate support units to front line services.

Portfolio Holders

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

Cabinet Members as at 1st April 2021 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

Officers
(as at 1st April 2021)

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

Name	Role	Budget Areas	Email
Paul Grout	Senior Finance Business Partner Children, Education, & Public Health	Children and Learning Public Health	paulgrout@southend.gov.uk
Gary Perry-Ambrose	Senior Finance Business Partner Environment, Neighbourhoods, Growth & Housing	Assets, Highways and Transport Community Safety Housing	garyperry-ambrose@southend.gov.uk
***	Senior Finance Business Partner Adult Social Care, Communities & Culture	Adult Social Care Commissioning Culture & Tourism	***
***	Senior Finance Business Partner Corporate Services & Financial Strategy Development	ICT, Revenues & Benefits Customer Contact Contingency	***
Caroline Fozzard	Group Manager Financial Planning & Control	Levies Financing Costs Capital Programme	carolinefozzard@southend.gov.uk
Pete Bates	Interim Deputy Section 151 Officer	Medium Term Financial Plan and Budget Strategy	petebates@southend.gov.uk

*** As at April 2021 these posts had not been recruited to on a permanent basis, for information on these areas of the budget please email elizabethanslow@southend.gov.uk and your query will be passed on to the appropriate officer.