



Southend-on-Sea City Council

Resourcing Better Outcomes Budget Book 1st April 2024 to 31st March 2025

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INDEX

	Page
Introduction Budget Book 2024/25	1
Summaries	
Summary of General Fund Revenue Estimates	4
Subjective Summary	5
Unavoidable Cost Pressures	6
Budget Savings and Income Generation	8
Overspend Reductions	11
Cost Avoidance	12
Basic Amounts of Council Tax	13
Council Tax Bands	14
Collection Fund Estimate	15
Estimated Level of Reserves	16
Medium Term Financial Forecast	20
Employee Numbers	23
Budget Monitoring and Forecasting	24
Budget Monitoring Timetable	25
Portfolio Revenue Budgets	
Objective Summary: All Portfolios	26
Leader: SEND and Constitutional Affairs	28
Deputy Leader: Environment	35
Arts, Culture, Heritage and Leisure	39
Children's Services, Education and Learning	42
Community Safety and Public Protection	48
Economic Growth and Investment	51
Highways, Transport and Parking	54
Housing and Planning	58
Public Health and Adult Social Care	61
Regulatory Services	65
Contingency and Levies	68
Financing Costs and Interest	69
Housing Revenue Account (HRA)	70

INDEX

	Page
Capital Programme	
Summary of Capital Expenditure	71
Leader: SEND and Constitutional Affairs	76
Deputy Leader: Environment	77
Arts, Culture, Heritage and Leisure	78
Children's Services, Education and Learning	79
Economic Growth and Investment	80
Highways, Transport and Parking	81
Housing and Planning	82
Public Health and Adult Social Care	83
Regulatory Services	84
Glossary	85
Contacts	
Portfolio Holders	86
Officers	87

Introduction Budget Book 2024/25

Southend-on-Sea City Council (SCC), along with most local authorities across the country, continues to face significant challenges in providing essential services to meet the needs of residents within the level of resources it has at its disposal. This is exacerbated by the current unprecedented operating environment, increasing and more complex local service demand and uncertainty over future potential finance reform and national policy changes. The Council was awarded and celebrated achieving City Status in 2022 but no-one could have predicted the economic challenges, national and international circumstances that have been experienced, since the Council approved its 2023/24 budget in February 2023.

The cost-of-living crisis which was widely reported throughout 2023 was the latest in a decade-long series of events, including austerity, a global pandemic and war in Ukraine that have all contributed to erode the financial sustainability of local public services. The current national operating environment, particularly for upper tier local authorities continues to be financially challenging with numerous Councils announcing or giving warnings of financial distress. National coverage of these concerns and worrying headline announcements from individual local authorities have been summarised and reported to Cabinet in each of Southend-on-Sea's financial performance reports for the periods to the end of July 2023 and September 2023. The latest position as at November 2023 was considered by Cabinet at its meeting on 11 January 2024.

There remains widespread concern and risk to the continued delivery and level of public services in many local authority areas. The unprecedented levels of demand and huge increases in costs of maintaining statutory service provision, particularly for support and intervention for vulnerable children and adults has been at such a pace that discretionary universal services are continually being squeezed and are being forced to be significantly reduced to ensure some local authorities remain financially viable. The operating environment, unavoidable cost pressures and complexity of local service demand for local government has never been more challenging.

Within this context, local authorities continue to be faced with some very tough choices and have needed to embrace and implement significant further changes to their local service offer including digitalisation and automation to capitalise on the efficiencies and savings that can be generated. There remains huge pressure on local authorities to try to continue to meet the essential needs of local residents whilst balancing major affordability and future sustainability concerns.

The sector has never witnessed so many s114 notices (effectively a declaration that a local authority is no longer a going concern) being issued or being considered. There is no longer any 'low hanging fruit' to reduce costs in local government, therefore across the country, local authorities are having to think seriously about a comprehensive programme of change to get to a financially sustainable operating cost base whilst at the same time managing increasing and ever-changing complexity of local demand for Council services.

The final local government finance settlement for 2024/25 was published on 5 February 2024 and included additional funding for social care authorities, aimed specifically at children's social care pressures and distributed through the Social

Care Grant. It was not confirmed that this additional grant would be a permanent increase for future years.

For many years now all Governments have favoured the use of highlighting 'Core Spending Power' calculations for local authorities. This combines 'national funding with local income generating potential via council tax' so the true level of additional resource received in 2024/25 is considerably less than what is required just to keep up with the levels of inflation experienced in 2023/24, ignoring any increases in local service demand.

This has caused major financial and sustainability challenges, particularly for upper tier authorities with responsibility for social care. In simple headline terms Southend-on-Sea City Council will receive around £13 million extra income in 2024/25 but around £5 million of this was assumed to be raised by increasing local Council Tax by 4.99%. The details also highlight some examples where 'previous grants have been rolled in' as part of the settlement and expected funding from Government commitments around initiatives like the New Homes bonus have been reduced. Extra burdens and 'new strings, expectations and reporting requirements' have also been introduced for 'new funding' particularly Local Productivity Plans that need to be developed and submitted to Government in July 2024.

Within this context it remains vital to reassess, understand and take responsibility for our financial future. We must remain proactive in the delivery of our agreed corporate plan priorities and committed to work with partners to refresh the vision for the City, evaluate the local economic recovery progress and to provide the best possible value for money services to our residents, businesses and visitors. Our financial sustainability can only be enhanced by embracing the City's economic potential, growing our local tax bases, proactively managing service demand and by increasing our income generating and commercial capabilities.

Our approach to budget development starts with the approved budget from the previous year and then proposed changes are considered, with challenge, advice and support being provided by Finance Business Partners for each service area. Detailed budget development work is undertaken with individual budget holders within Service Directorates and their respective leadership teams.

The Corporate Leadership Team review the proposed changes and discuss them with the appropriate executive member portfolio holders. Executive Briefing (Corporate Leadership Team and Cabinet) then regularly review and refine the plans via Budget Development sessions. The draft budget is launched in early January for consultation and goes to January Cabinet for consideration. It then proceeds through the scrutiny meetings and the final set of budget proposals are put forward to February Cabinet, with any changes since the draft budget clearly set out. Full Council then vote on the budget, including any budget amendments put forward by the opposition parties in February.

There is clear ownership and accountability of the new approved budget for each individual service area. The financial implications of the changes then form an integral part of the individual agreed Service Plan for each area. Each individual approved budget change is also clearly allocated to a named officer responsible for delivering each initiative.

Overall, the main Revenue Support Grant from Central Government now provides only £7.590 million (5.1%) of support to our net budget of £150.074 million. Most of the Council's funding is derived from Council Tax £103.495 million (69.0%) and our retained share of business rates plus top-up grant £37.989 million (25.3%).

The final budget for 2024/25 that was approved by Council on 22 February 2024 agreed the following:

- A General Fund revenue budget of £150.074 million.
- Revenue budget investment totalling £19.780 million.
- Revenue budget savings and income generation initiatives totalling £16.830 million.
- Revenue overspend reductions of £2.795 million and cost avoidance of £1,840 million.
- A 4.99% increase in the Council Tax level for 2024/25, being a 2.99% general rise and a 2.0% rise on the Adult Social Care precept.
- the 2024/25 revenue budget has been prepared based on using £1.000 million from accumulated Collection Fund surpluses for the core budget to allow for a smoothing of the budget gap across the next four financial years
- A Capital Investment Programme for 2024/25 to 2028/29 of £119.7 million.
- 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 £32.9 million for the period 2025/26 to 2028/29.

The full detail of the integrated revenue and capital budget for 2024/25 is set out in the following pages.

Summary of General Fund Revenue Estimates

	Revised Budget 2023/24 £000s	Probable Outturn 2023/24 £000s	Original Budget 2024/25 £000s
Portfolios			
Leader: SEND and Constitutional Affairs	25,778	26,376	22,837
Deputy Leader: Environment	20,618	21,059	21,115
Arts, Culture, Heritage and Leisure	4,566	4,696	5,160
Children's Services, Education and Learning	34,694	41,680	37,195
Community Safety and Public Protection	2,029	2,211	2,192
Economic Growth and Investment	1,263	1,224	706
Highways, Transport and Parking	298	760	(1,293)
Housing and Planning	4,142	3,851	4,065
Public Health and Adult Social Care	55,609	60,261	59,519
Regulatory Services	2,540	2,925	1,747
Portfolio Net Expenditure	151,537	165,043	153,243
Levies	715	764	840
Contingency	1,743	393	2,138
Financing Costs	17,927	12,805	12,072
Total Net Expenditure	171,922	179,005	168,293
Contribution to / (from) Earmarked Reserves	(8,622)	(8,622)	6,915
Revenue Contribution to Capital	471	471	832
Non-Service Specific Grants	(19,896)	(19,896)	(25,966)
Total Budget Requirement	143,875	150,958	150,074
Met from:			
Revenue Support Grant	(7,118)	(7,118)	(7,590)
Business Rates	(36,258)	(37,058)	(37,989)
Collection Fund Surplus	(2,000)	(2,000)	(1,000)
General Reserve	(1,000)	(1,000)	-
Council Tax Requirement	97,499	103,782	103,495
Council Tax	(84,624)	(84,624)	(88,506)
Adult Social Care Precept	(12,875)	(12,875)	(14,989)
	(97,499)	(97,499)	(103,495)

The revised budget and probable outturn are as reported to Cabinet on 11th January 2024, recast for the change in Portfolios in March 2024. It is anticipated that the current forecast overspend will be met by a combination of management actions to reduce expenditure and/or Council reserves.

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Expenditure			
Employees	93,806	93,878	93,494
Premises	12,950	14,061	13,172
Transport	4,744	4,876	4,723
Supplies & Services	48,792	51,901	50,902
Third Party Payments	118,572	130,444	127,933
Transfer Payments	85,870	85,760	83,976
Special Items	200	200	180
Capital Finance Charges	17,927	12,805	12,072
Expenditure Total	382,861	393,925	386,452
Income			
Government Grants	(179,429)	(180,263)	(195,056)
Other Grants & Reimbursements	(23,341)	(23,407)	(23,869)
Council Tax	(97,499)	(97,499)	(103,495)
Business Ratepayers	(23,728)	(24,535)	(19,495)
Sales, Fees & Charges	(40,682)	(42,598)	(42,859)
Rents	(5,135)	(6,347)	(6,498)
Recharges to Housing Revenue Account	(1,650)	(1,616)	(1,667)
Other Internal Charges	(246)	(226)	(260)
Income Total	(371,710)	(376,491)	(393,199)
Net Expenditure/(Income)	11,151	17,434	(6,747)
Contribution to / (from) earmarked reserves etc	(8,622)	(8,622)	6,915
Revenue Contributions to Capital	471	471	832
Contribution to / (from) collection fund surplus	(2,000)	(2,000)	(1,000)
Contribution to / (from) general reserve	(1,000)	(1,000)	0
Net Budget / Outturn	0	6,283	0

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

Unavoidable Cost Pressures

Council Ref.	Detail of Proposal	2024/25 Total £000
Non-Portfolio and Cross-Organisational Pressures		
01-COP	Staffing Establishment Costs 2024/25 - pay award of up to 4% and increments	3,625
02-COP	Investment, income and financing alignment - planned changes to the Capital Programme	1,615
05-RBA	Investment, income and financing alignment [Budget Amendment] - financing of additional carriageways and footways capital	175
03-COP	Contractual Inflation (Not Energy Related) - allocated on application	1,000
05-COP	Debt Position Review - Fusion contract	330
06-COP	Base Budget Adjustments - HR Hays Commercial Contract	104
06-COP	Base Budget Adjustments - Obsolete income target re South Essex Homes SLA	76
06-COP	Base Budget Adjustments - Corporate website	20
06-COP	Base Budget Adjustments - Seafront seasonal staff	75
06-COP	Base Budget Adjustments - Trade Union Facility Time	55
06-COP	Base Budget Adjustments - Members allowances	20
06-COP	Base Budget Adjustments - reversal of one-year funding agreement re. NetPark	(50)
07-COP	Business Rates Liabilities - Forum Management Company business rates income target removed	220
08-COP	Levies - Coroners Court Levy £118,000, Kent & Essex Fisheries estimate of £7,000	125
Cross-Organisational Pressures Total		7,390
Pressures Specific to Portfolio Services		
01-L	Audit Fees	265
02-L	Legal Services Contract Specialist	90
01-DLENV	Waste Collection Contract - extension with the current provider	1,300
08-RBA	Tree Nursery Management Plan and service changes [Budget Amendment]	100
01-AHCA	Provider Inflationary Uplift: National Living Wage increases in costs for providers of adult social care	4,900
02-AHCA	ASC Demographic Demand: Transitions, Older People and Working Age Adults	1,300
03-AHCA	NetPark - exploring ways of continuing the support of the NetPark initiative.	50
04-AHCA	Dementia Carer Support - to develop dementia support groups across the 4 localities and fund 2 community navigators / community builders to support these groups	100
01-RBA	Dementia Community Support Team [Budget Amendment] - addition to 04-AHCA to support a total of 4x FTE Dementia Navigators and 1x PT Community Builder	100
09-RBA	Cyber Security, Data, and Subject Access Requests (SARS) [Budget Amendment]	100
01-CSEL	Children's Social Care: Placements Pressure Existing	2,580
02-CSEL	Children's Social Care: Placements costs of National Living Wage & uplift to support inhouse foster care fees and allowances.	420
03-CSEL	School Improvement Support allows the continuation of posts supporting this function	150
01-EGI	Economic Recovery - projects/initiatives supporting residents into work, advising/ supporting local businesses and match funding to attract/support wider external investment.	100
07-RBA	Investment in Events and Tourism [Budget Amendment] - hosting at least 20 weeks of cumulative events on Southend Pier and at least six outdoor events per year	100
01-HTP	Car Parking Charging Changes - reduce Southend Pass increase to 25%, reverse charges introduced at Southchurch Park East and make this car park free to park at from 1 April 2024.	200
02-RBA	Car Parking (Parking Fees & Charges) [Budget Amendment] - changes to proposed fees and charges schedule	185

Unavoidable Cost Pressures

Council Ref.	Detail of Proposal	2024/25 Total £000
06-RBA	Car Parking (Parking Fees & Charges) [Budget Amendment] - Southend Pass reduce proposed charge from £150 to £125 for annual purchases	10
01-HP	Local Plan Staffing	140
03-RBA	Expand the Community Support Team [Budget Amendment] - three new roles in place by Q2 of 2024/25	100
04-RBA	Hire more Civil Enforcement Officers [Budget Amendment] - three to five new roles in place by Q2 of 2024/25	100
Total Pressures Specific to Portfolio Services		12,390
Unavoidable Cost Pressures Total		19,780

Budget Savings and Income Generation Initiatives

Council Ref.	Detail of Proposal	FTE	2024/25 £000
Corporate Initiatives			
COI-01	Comprehensive Reserves and Capital Financing Requirement Review	-	(3,500)
COI-02	Vacancy Factor - Adults & Communities - indicative illustration shared with CLT, these figures are the adjustment required to standardise at 2.5%	-	(60)
COI-02	Vacancy Factor - Children & Public Health - adjustment to standardise at 2.5%	-	(268)
COI-02	Vacancy Factor - Environment & Place - adjustment to standardise at 2.5%	-	(261)
COI-02	Vacancy Factor - Finance & Resources - adjustment to standardise at 2.5%	-	(97)
COI-02	Vacancy Factor - Strategy & Change - adjustment to standardise at 2.5%	-	(89)
COI-03	Energy inflation 2023/24 unapplied	-	(500)
COI-04	Family Centres - Review	tbc	(350)
COI-05	Redesign the 'Front Door' to the Council	tbc	(300)
COI-06	Utilisation of Education Grants Part funding of Virtual School Officers from the Looked After Child Pupil Premium.	-	(100)
COI-07	Utilisation of Education Grants - High Needs (Dedicated Schools Grant) Part fund the Head of Service for Access and Inclusion.	-	(70)
COI-08	Museums Rateable Value Reductions	-	(60)
COI-09	Discretionary Rate Relief Savings	-	(60)
Corporate Initiatives Total		-	(5,715)
Efficiency and Productivity			
EAP-01	Equipment and Assistive Technology Pilots	-	(250)
EAP-02	Operational Estate Efficiencies	2.00	(170)
RBA-10	Improve implementation of grassland management strategy [Budget Amendment]	-	(25)
Efficiency and Productivity Total		2.00	(445)
Organisational Redesign			
ORE-01	Restructure Adult Social Care Operations and Commissioning	10.00	(530)
ORE-02	Director Roles and Vacancies - remove 1.00 FTE Director Asset Management post	1.00	(133)
ORE-02	Director Roles and Vacancies - remove 1.00 FTE Director City Operations post	1.00	(133)
ORE-02	Director Roles and Vacancies - remove 0.50 FTE Director Culture & Tourism post	0.50	(67)
ORE-02	Director Roles and Vacancies - remove 0.50 FTE Director Transformation post	0.50	(67)
ORE-03	ICT Restructure	8.86	(395)
ORE-05	Restructure the Senior Leadership Team of the Education, Inclusion and Early Years Service	1.00	(120)
ORE-06	Centralisation of Project Managers	2.00	(100)
ORE-07	Corporate Strategy Staffing Restructure	1.00	(100)
ORE-08	Review and restructure museum, galleries and wider pier and foreshore teams.	tbc	(100)
ORE-09	Environment and Place Leadership Team Restructure	2.00	(85)
ORE-10	Post Reduction: Workforce Practice Management	1.00	(80)
ORE-11	Post Reduction: Operational Performance and Intelligence	1.00	(70)
ORE-12	Post Reduction: Procurement	1.00	(70)
ORE-13	Reception Staffing Reduction	2.00	(55)
ORE-14	Post Reduction: People and Organisation	1.00	(35)
Organisational Redesign Total		33.86	(2,140)
Service Offer Changes			
SOC-01	Parks Service Review	tbc	(250)
SOC-02	Micro Enterprise Work - cease project to pump prime small enterprises	-	(100)
SOC-03	Telecare Responder Service	-	(100)
SOC-04	Cultural and Pier Services Review - reduce costs by limiting the opening hours or days	1.00	(20)
SOC-05	Concert Series to be delivered as cost neutral	-	(15)
Service Offer Changes Total		1.00	(485)

Budget Savings and Income Generation Initiatives

Council Ref.	Detail of Proposal	FTE	2024/25 £000
Third Party Payments / Contractual Arrangements			
TPP-01	Concessionary Fares Scheme budget alignment with usage	-	(400)
TPP-02	Transitional Supported Housing - to reduce costs where there is evidence of voids, lower level support required or where need should ideally be met via the care act.	-	(300)
TPP-03	Decommission Dementia Community Support Team due to ending of the joint commissioning arrangements with partners.	11.95	(250)
TPP-04	Utilisation of Education Grants - Early Years (DSG) - move 3 & 4 year old funding to the 97% passport rate (currently 98%).	-	(100)
TPP-05	Printing Resources - the service delivery model will be reviewed alongside the print fleet contract which is due for renewal in September 2024.	-	(50)
TPP-06	Review Southend Business Improvement District (BID) Service Level Agreement (SLA) to ensure no cost burden to the Council in line with other BID areas.	-	(50)
TPP-07	Essex County Council (ECC) Transferred Debt reducing payments over time	-	(50)
TPP-08	Internal Audit Resourcing - reduce expenditure with contractors in year & vacant posts	-	(40)
TPP-09	Connectivity Savings - achieve fibre connectivity savings across the city	-	(40)
TPP-10	Remove the ATM from Civic One	-	(20)
TPP-11	Reduction of unused telephone lines	-	(9)
TPP-11	Cleaning in libraries	-	(5)
TPP-11	Southend Leisure and Tennis Centre (SLTC) Netball Courts	-	(2)
Third Party Payments / Contractual Arrangements Total		11.95	(1,316)
Income Generation Capability			
IGC-01	Reversal of Reduction in Investment Income predicted when the 2023/24 budget was set	-	(710)
IGC-02	Investment Income Growth	-	(1,835)
IGC-03	Full Cost Recovery for Council Services Provided Externally	-	(95)
IGC-04	Fees and Charges Increase - additional to MTFS (7% to 10%) - Adults & Communities	-	(17)
IGC-04	Fees and Charges Increase - additional to MTFS (7% to 10%) - Children & Public Health	-	(23)
IGC-04	Fees and Charges Increase - additional to MTFS (7% to 10%) - Environment & Place	-	(171)
IGC-04	Fees and Charges Increase - additional to MTFS (7% to 10%) - Finance & Resources	-	(49)
IGC-05	Increase Planning Charges set nationally and are due to increase by around 25%	-	(150)
IGC-06	South Essex Property Services (SEPS) Dividend passported through to the parent company	-	(150)
IGC-07	Increased Cremation Charges by 10%	-	(80)
IGC-08	Pier Charging - increase Pier ticket prices by 25p above the inflationary uplift	-	(100)
IGC-09	Beach Hut Terms - revise the commercial terms for beach huts	-	(100)
IGC-10	Electric Vehicle (EV) Charging Opportunities	-	(50)
IGC-11	Increased Burial Charges by 10%	-	(20)
IGC-12	Review Environment Protection Enforcement Model	-	(30)
IGC-13	Private Sector Leasing - set up leasing arrangements with a number of landlords to secure them working with us and not other councils.	-	(25)
IGC-14	Introduce Penalties for Council Tax Reduction Scheme	-	(20)
IGC-15	Filming Opportunities	-	(10)
IGC-15	HRA contribution to Procurement	-	(9)
IGC-15	Museum Service - Special Exhibition Fee	-	(5)
IGC-15	Create "Pop-Up" or permanent Southend shop	-	(5)
RBA-11	Increased income from Events [Budget Amendment] - opposite side of invest to save item	-	(165)
RBA-12	Southend Pass [Budget Amendment] - 15,000 users by the end of 2024/25	-	(175)
RBA-13	Car Parking Charges [Budget Amendment] - increase Zone 1a to £3 per hour	-	(285)

Budget Savings and Income Generation Initiatives

Council Ref.	Detail of Proposal	FTE	2024/25 £000
RBA-14	Car Parking Zone 1a 6-9pm [Budget Amendment]	-	(520)
RBA-15	New Tradesperson Permit [Budget Amendment] - based on 100 permits in 24/25	-	(60)
Income Generation Capability Total		-	(4,859)
Total 2024/25 Budget Saving / Income Generation Proposals		48.81	(14,960)
Ongoing Savings from Prior Years - figures are as per February 2023 Council			
SOC-03 (2324)	Review Travel Centre Operation / Closure	-	(40)
SOC-09 (2324)	Bowling Greens Review and transition to self-management within 3 years	-	(60)
SOC-10 (2324)	Belfairs Golf Course - alternative options for the management of Belfairs Golf Course	-	(40)
SW27-SP (2223)	Increased Client Contributions for Adult Social Care in line with rising cost of care and increased demand	-	(518)
OP04-SP (2223)	Advertising on council waste assets	-	(3)
FW06-SP (2223)	Sales, Fees & Charges - CPI & yield increase built into MTFS - Adults & Communities	-	(30)
FW06-SP (2223)	Sales, Fees & Charges - CPI & yield increase built into MTFS - Children & Public Health	-	(40)
FW06-SP (2223)	Sales, Fees & Charges - CPI & yield increase built into MTFS - Environment & Place	-	(842)
FW06-SP (2223)	Sales, Fees & Charges - CPI & yield increase built into MTFS - Finance & Resources	-	(88)
AI04 (2122)	Negotiated planned increase in season ticket fees, following consultation with Bowls Clubs, to reduce the level of subsidy for this discretionary service.	-	(9)
SW01 (2122)	Review of Supported Accommodation & Supporting People contracts, to ensure they are targeted, effective and best meet the needs of adults.	-	(200)
Agreed Savings from Prior Years Total <i>Figures are as per February 2023 Council</i>		-	(1,870)
Grand Total 2024/25 Budget Savings / Income Generation plus Agreed Savings from Prior Years		48.81	(16,830)

Overspend Reductions

Council Ref.	Detail of Proposal	2024/25 £000
OSR-01	IT Contracts and Services review and consider the necessity of certain contracts and exit those no longer providing tangible use	(180)
OSR-02	Home Care Electronic Monitoring requires review and potential withdrawal from agreement	(50)
OSR-03	Repairs and Maintenance - essential works only	(25)
OSR-04	Heads of Service within Children Social Care permanent recruitment campaign	(150)
OSR-05	Service Managers within Children Social Care permanent recruitment campaign	(100)
OSR-06	Legal & Democratic Services - reduce the external legal costs	(50)
OSR-07	Learning Disability and Mental Health Service Reviews	(500)
OSR-08	ABLE2 Programme extension	(300)
OSR-09	Residential Savings (Children Social Care) - SCC's Purchased Children's Home	(250)
OSR-10	Residential Savings (Children Social Care) - strengthened Commissioning and brokerage function for negotiating & reviewing Children Care home fees	(200)
OSR-11	Review of Supported Accommodation for UASC 18+	(300)
OSR-12	Inhouse Foster Care Offer Model - reduce current reliance on External Foster Carers	(500)
OSR-13	Post Reduction: Customer Services	(50)
OSR-14	Trust Links Grant - cease the grants to Trust Links Mental Health	(90)
OSR-15	Review of Parking Contracting Arrangements - discussions are underway with South Essex Parking Partnership to see if there are opportunities or efficiency	(50)
Overspend ReductionsTotal		(2,795)

Cost Avoidance

Council Ref.	Detail of Proposal	2024/25 £000
CAV-01	Overtime Reduction - Adults & Communities	(40)
CAV-01	Overtime Reduction - Children & Public Health	(40)
CAV-01	Overtime Reduction - Environment & Place	(40)
CAV-01	Overtime Reduction - Finance & Resources	(40)
CAV-01	Overtime Reduction - Strategy & Change	(40)
CAV-02	Review Event Offering and Cost Recovery	(140)
CAV-03	HR Policy Review and employee terms and conditions modernisation.	(100)
CAV-04	Holiday Buy Back up to 10 additional days holiday per year subject to service constraints	(150)
CAV-05	Alternate Weekly Waste Collection - due to the delayed start of the new contract it is anticipated that the Council will avoid this level of cost in 2024/25	(1,250)
Overspend ReductionsTotal		(1,840)

Basic Amounts Of Council Tax

	2023/24 £	2024/25 £
Budget Requirement		
Southend-on-Sea Borough Council element	143,874,531	150,074,441
Leigh-on-Sea Town Council element	462,056	466,656
	144,336,587	150,541,097
Retained Business Rates	(36,258,000)	(37,989,000)
Revenue Support Grant	(7,118,000)	(7,590,000)
Use of Reserves	(1,000,000)	0
Council Tax Surplus - Southend-on-Sea Borough Council element	(2,000,000)	(1,000,000)
Demand on Collection Fund	97,960,587	103,962,097
Council Tax Base	59,746.14	60,409.19
Council Tax Base - Leigh-on-Sea Town Council	9,135.15	9,017.50
Southend-on-Sea Borough Council Basic Amount of Band D Council Tax <i>(average across the Borough including Leigh-on-Sea)</i>	1,639.61	1,720.96
Southend-on-Sea Borough Council - Tax Band D	1,631.88	1,713.24
Leigh-on-Sea Town Council - Tax Band D	50.58	51.75
Precepts		
Essex Police & Crime Commissioner	13,948,334	14,886,033
Essex Fire Authority	4,796,420	4,991,007
Essex Police & Crime Commissioner - Tax Band D	233.46	246.12
Essex Fire Authority - Tax Band D	80.28	82.62
Total Council Tax Band D		
Leigh-on-Sea Town Council	1,996.20	2,094.03
All other parts of the Borough	1,945.62	2,042.28

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

Council Tax Bands 2024/25

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	976.75	165.41	1,142.16	164.28	55.08	1,361.52	34.50	1,396.02
B	£40,000 to £52,000	1,139.54	192.98	1,332.52	191.66	64.26	1,588.44	40.25	1,628.69
C	£52,000 to £68,000	1,302.33	220.55	1,522.88	219.04	73.44	1,815.36	46.00	1,861.36
D	£68,000 to £88,000	1,465.12	248.12	1,713.24	246.42	82.62	2,042.28	51.75	2,094.03
E	£88,000 to £120,000	1,790.70	303.26	2,093.96	301.18	100.98	2,496.12	63.25	2,559.37
F	£120,000 to £160,000	2,116.28	358.40	2,474.68	355.94	119.34	2,949.96	74.75	3,024.71
G	£160,000 to £320,000	2,441.87	413.53	2,855.40	410.70	137.70	3,403.80	86.25	3,490.05
H	£320,000 plus	2,930.24	496.24	3,426.48	492.84	165.24	4,084.56	103.50	4,188.06

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

Collection Fund Estimate

	Estimate 2023/24 £000s	Estimate 2024/25 £000s
Income		
Council Tax	116,705	123,839
Non Domestic Rates collectable	73,996	77,528
Income Total	190,701	201,367
Expenditure		
Precepts		
Southend-on-Sea City Council	97,499	103,495
Essex Police & Crime Commissioner	13,948	14,886
Essex Fire Authority	4,796	4,991
Leigh Town Council	462	467
Precepts Sub-total	116,705	123,839
Business Rates		
Payable to Central Government	36,998	38,764
Retained by Southend-on-Sea	36,258	37,989
Passed to Essex Fire Authority	740	775
Business Rates Sub-total	73,996	77,528
Expenditure Total	190,701	201,367

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

Estimated Level of Reserves

Summary of Reserves	Balance at 1 st April 2023 £000s	Movements 2023/24 £000s	Estimated Balance at 1 st April 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1 st April 2025 £000s
General Reserve	11,000	(1,000)	10,000	250	10,250
HRA General Reserve	3,502	0	3,502	0	3,502
Earmarked Reserves	111,792	(12,222)	99,570	11,408	110,978
Total Available Reserves	126,294	(13,222)	113,072	11,658	124,730

Breakdown of Earmarked Reserves	Balance at 1 st April 2023 £000s	Movements 2023/24 £000s	Estimated Balance at 1 st April 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1 st April 2025 £000s
Capital Reserves					
Capital Reserve	11,912	154	12,066	578	12,644
Interest Equalisation Reserve	3,050	0	3,050	0	3,050
MRP Equalisation Reserve	4,544	(1,400)	3,144	0	3,144
Capital Reserves Sub-total	19,506	(1,246)	18,260	578	18,838

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

Breakdown of Earmarked Reserves	Balance at 1st April 2023 £000s	Movements 2023/24 £000s	Estimated Balance at 1st April 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1st April 2025 £000s
Corporate Reserves					
Business Transformation Reserve	3,127	(773)	2,354	(205)	2,149
Business World ERP Reserve	1,828	0	1,828	(275)	1,553
Climate Change & Green Initiatives	380	(221)	159	0	159
Cost of Living	1,000	(225)	775	0	775
Technology Transition & Systems Modernisation	2,201	(1,119)	1,082	(1,180)	(98)
New Homes Bonus	1,825	(1,203)	622	26	648
Pension Reserve	6,000	0	6,000	0	6,000
Rental Equalisation	850	0	850	0	850
Service Redesign Reserve	2,637	(3,365)	(728)	1,160	432
Transformation Implementation Reserve	0	1,500	1,500	(145)	1,355
Corporate Reserves Sub-total	19,848	(5,406)	14,442	(619)	13,823
Insurance	5,422	0	5,422	0	5,422

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

Breakdown of Earmarked Reserves	Balance at 1st April 2023 £000s	Movements 2023/24 £000s	Estimated Balance at 1st April 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1st April 2025 £000s
Service Reserves					
Adult Social Care Reserve	2,500	(2,500)	0	2,500	2,500
Children's Social Care Reserve	2,500	(2,500)	0	2,500	2,500
Development Control Reserve	346	(88)	258	0	258
Domestic Abuse Reserve	285	0	285	0	285
Elections Reserve	60	(60)	0	100	100
Internal Audit Reserve	393	0	393	0	393
Local Land Charges Reserve	100	0	100	0	100
Schools Improvement	150	(150)	0	0	0
SEND Neuro Hub Reserve	79	0	79	0	79
Shared Lives - Delayed Respite	117	0	117	0	117
Selective Licensing Reserve	146	1,136	1,282	0	1,282
Supporting People Reserve	749	0	749	0	749
Waste Management Reserve	2,130	(599)	1,531	(600)	931
Welfare Reform Reserve	248	0	248	0	248
Service Reserves Sub-total	9,803	(4,761)	5,042	4,500	9,542

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

Breakdown of Earmarked Reserves	Balance at 1st April 2023 £000s	Movements 2023/24 £000s	Estimated Balance at 1st April 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1st April 2025 £000s
Grant Reserves					
Air Quality Reserve	175	(7)	168	0	168
Area Child Protection	32	0	32	0	32
Business Rates Section 31 Grant	485	0	485	0	485
COVID-19 Reserve	584	(145)	439	0	439
Dedicated Schools Grant	11,919	(2,911)	9,008	0	9,008
Enhanced Bus Partnership Capacity Grant	171	(73)	98	0	98
General Grants Carried Forward	7,077	(2,130)	4,947	1,606	6,553
Holiday Activity and Healthy Food Grant	5	0	5	0	5
Levelling Up Fund	168	0	168	0	168
Public Health Grant - DAAT	357	0	357	0	357
Public Health Grant - Public Health	1,671	(713)	958	0	958
Grant Reserves Sub-total	22,644	(5,979)	16,665	1,606	18,271
Monies Held in Trust	53	0	53	0	53
General Fund Total	77,276	(17,392)	59,884	6,065	65,949
HRA Reserves					
Capital Investment	25,227	1,814	27,041	2,118	29,159
Major Repairs	8,529	3,296	11,825	3,165	14,990
Repair Contract Pensions	760	60	820	60	880
HRA Total	34,516	5,170	39,686	5,343	45,029
Earmarked Reserves Total	111,792	(12,222)	99,570	11,408	110,978

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

Medium Term Financial Forecast

2024/25 to 2028/29

	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s
Base Budget					
From prior year	143,875	150,075	158,258	170,707	181,526
<i>LESS</i>					
Appropriations (to) / from reserves in prior year	1,762	(6,915)	(292)	2,830	(1,025)
Revenue Contributions to Capital in prior year	(471)	(47)	(39)	0	0
Other one-off (expenditure) / savings in prior year	(561)	(1,816)	(33)	(3,010)	1,500
Adjusted Base Budget	144,605	141,297	157,894	170,527	182,001
Appropriations to / (from) reserves	6,915	292	(2,830)	1,025	750
Revenue Contributions to Capital (Funded from Earmarked Reserves)	47	39	0	0	0
Other one-off / time limited expenditure bids	1,816	33	3,010	(1,500)	(1,500)
Inflation and other increases	13,980	11,069	7,729	7,495	7,095
Capital Programme Costs	(3,845)	(25)	540	275	940
Corporate Cost Pressures	(70)	229	(28)	32	39
Directorate (Savings) / Pressures					
Ongoing Executive Directorate investment	2,160	4,000	4,000	4,000	4,000
Budget reductions proposed	(9,504)	(393)	392	(328)	(618)
Net Directorate (Savings) / Pressures	(7,344)	3,607	4,392	3,672	3,382
Better Care Fund					
Funding to Support Social Care and benefit Health	(16,233)	(16,233)	(16,233)	(16,233)	(16,233)
Expenditure relating to the BCF and IBCF	16,233	16,233	16,233	16,233	16,233
Net Better Care Fund	0	0	0	0	0

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

	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s
Public Health					
Projected Grant Income	(10,538)	(10,538)	(10,538)	(10,538)	(10,538)
Projected Expenditure	10,538	10,538	10,538	10,538	10,538
Net Public Health	0	0	0	0	0
Housing Revenue Account					
Projected Expenditure	26,481	26,628	26,727	26,727	26,727
Projected Income	(31,824)	(32,552)	(33,182)	(33,182)	(33,182)
Contributions to / (from) HRA Earmarked Reserves	5,343	5,924	6,455	6,455	6,455
Net Housing Revenue Account	0	0	0	0	0
Dedicated Schools Grant					
Projected Grant Income	(65,965)	(65,965)	(65,965)	(65,965)	(65,965)
Projected Expenditure	65,965	65,965	65,965	65,965	65,965
Pupil Premium received from Government (indicative)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)
Pupil Premium Expenditure	1,892	1,892	1,892	1,892	1,892
Net Dedicated Schools Grant	0	0	0	0	0
Projected General Fund Net Expenditure	156,104	156,541	170,707	181,526	192,707
Changes in General Grants	(6,029)	1,717	0	0	0
Budget Requirement	150,075	158,258	170,707	181,526	192,707

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

	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s
Funded By					
Council tax increase (2.99% in 2024/25, 1.99% p.a. thereafter) (taxbase +1.11% 2023/24 and +0.5% p.a future years)	(88,507)	(91,015)	(93,589)	(96,232)	(98,937)
Social Care Precept (2.0% in 2024/25, 0% onwards)	(14,989)	(15,064)	(15,139)	(15,215)	(15,291)
Business Rates	(37,989)	(37,989)	(37,989)	(37,989)	(37,989)
Revenue Support Grant	(7,590)	(7,590)	(7,590)	(7,590)	(7,590)
Collection Fund Surplus	(1,000)	0	0	0	0
Total Funding	(150,075)	(151,658)	(154,307)	(157,026)	(159,807)
Funding Gap (Additional in-year)	0	6,600	16,400	24,500	32,900
Funding Gap	0	6,600	23,000	47,500	80,400
Council Tax Income					
Core Precept	88,507	91,015	93,589	96,232	98,937
Social Care Precept	14,989	15,064	15,139	15,215	15,291
Band D Council Tax					
Council Tax for a Band D Property	1,713.24	1,747.26	1,782.00	1,817.46	1,853.55
% Increase in Council Tax	4.99%	1.99%	1.99%	1.99%	1.99%
Council Tax Base					
Council Tax Base	60,409	60,711	61,015	61,320	61,626
Increase in Tax Base on prior year	1.11%	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.

Employee Numbers (Full Time Equivalent)

	Estimate for 2023/24		Estimate 2024/25 FTEs
	Original FTEs	Probable Outturn FTEs	
Leader: SEND and Constitutional Affairs	354.73	369.85	342.04
Deputy Leader: Environment	132.60	125.60	124.60
Arts, Culture, Heritage and Leisure	97.53	95.53	95.03
Children's Services, Education and Learning	343.47	341.75	341.75
Community Safety and Public Protection	28.14	28.03	27.74
Economic Growth and Investment	15.63	11.92	11.92
Highways, Transport and Parking	85.00	94.00	93.00
Housing and Planning	129.58	133.12	133.12
Public Health and Adult Social Care	460.01	466.12	451.64
Regulatory Services	174.45	174.65	169.68
Total FTEs	1,821.15	1,840.57	1,790.52

The FTE numbers above reflect the number of employees budgeted for, as at February 2024. In addition Executive Directors have elected to incorporate varying allowances for vacancies into their service budgets, meaning that those services need to be run at below establishment to breakeven.

The probable outturn for 2023/24 is around 19 FTE higher than the original estimate for 2023/24, this is because of more robust budgeting processes ensuring budgets for employees of all types are included, i.e. those on Fixed Term Contracts or in supernumerary roles.

The estimated FTE for 2024/25 is lower because of the implementation of budget savings agreed at Full Council on 22 February 2024.

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 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 MTF5 the Council will ensure any potential risks are assessed and managed as part of the monitoring arrangements. In year, the Council will review its revenue and capital budgets (including the HRA) monthly and report to Cabinet on a regular basis.

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

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

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

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

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

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

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

Budget Monitoring Timetable

Month	Accounting Period	Date of Period End	Last Working Day of Period	Final Ledger Amendments (by close of play)	Self Service Reports Available
April	1	Tue 30-Apr-24	Tue 30-Apr-24	Wed 01-May-24	Thu 02-May-24
May	2	Fri 31-May-24	Fri 31-May-24	Mon 03-Jun-24	Tue 04-Jun-24
June	3	Sun 30-Jun-24	Fri 28-Jun-24	Mon 01-Jul-24	Tue 02-Jul-24
July	4	Wed 31-Jul-24	Wed 31-Jul-24	Thu 01-Aug-24	Fri 02-Aug-24
August	5	Sat 31-Aug-24	Fri 30-Aug-24	Mon 02-Sep-24	Tue 03-Sep-24
September	6	Mon 30-Sep-24	Mon 30-Sep-24	Tue 01-Oct-24	Wed 02-Oct-24
October	7	Thu 31-Oct-24	Thu 31-Oct-24	Fri 01-Nov-24	Mon 04-Nov-24
November	8	Sat 30-Nov-24	Fri 29-Nov-24	Mon 02-Dec-24	Tue 03-Dec-24
December	9	Tue 31-Dec-24	Tue 31-Dec-24	Mon 06-Jan-25	Tue 07-Jan-25
January	10	Fri 31-Jan-25	Fri 31-Jan-25	Mon 03-Feb-25	Tue 04-Feb-25
February	11	Fri 28-Feb-25	Fri 28-Feb-25	Mon 03-Mar-25	Tue 04-Mar-25
March	12	Mon 31-Mar-25	Mon 31-Mar-25	Thu 03-Apr-25	Fri 04-Apr-25

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

	2023/24					
	Revised			Probable Outturn		
Objective Summary: All Portfolios	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Leader: SEND and Constitutional Affairs	52,527	(26,750)	25,778	53,145	(26,770)	26,376
Deputy Leader: Environment	22,042	(1,424)	20,618	22,095	(1,035)	21,059
Arts, Culture, Heritage and Leisure	6,988	(2,422)	4,566	7,162	(2,466)	4,696
Children's Services, Education and Learning	83,308	(48,615)	34,694	91,211	(49,532)	41,680
Community Safety and Public Protection	4,426	(2,397)	2,029	4,440	(2,229)	2,211
Economic Growth and Investment	1,394	(132)	1,263	1,335	(111)	1,224
Highways, Transport and Parking	12,895	(12,596)	298	13,816	(13,056)	760
Housing and Planning	69,723	(65,581)	4,142	69,720	(65,869)	3,851
Public Health and Adult Social Care	96,727	(41,117)	55,609	103,633	(43,372)	60,261
Regulatory Services	12,533	(9,993)	2,540	13,506	(10,581)	2,925
Grand Total	362,564	(211,027)	151,537	380,063	(215,020)	165,043

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

	2024/25		
	Budget		
Objective Summary: All Portfolios	Gross Expenditure	Total Income	Net Expenditure / (Income)
Leader: SEND and Constitutional Affairs	49,189	(26,352)	22,837
Deputy Leader: Environment	22,576	(1,461)	21,115
Arts, Culture, Heritage and Leisure	7,463	(2,303)	5,160
Children's Services, Education and Learning	92,027	(54,832)	37,195
Community Safety and Public Protection	4,449	(2,257)	2,192
Economic Growth and Investment	1,104	(398)	706
Highways, Transport and Parking	12,655	(13,948)	(1,293)
Housing and Planning	67,118	(63,052)	4,065
Public Health and Adult Social Care	101,133	(41,614)	59,519
Regulatory Services	13,629	(11,882)	1,747
Grand Total	371,343	(218,099)	153,244

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

Objective Summary	2023/24						2024/25		
	Revised			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: SEND and Constitutional Affairs									
Audit									
Internal Audit	764	(208)	556	553	(208)	345	738	(221)	517
Counter Fraud & Investigation	331	(54)	277	331	(54)	277	343	(52)	291
Children with a special educational need and disability (SEND)									
SEND High needs	19,723	(18,441)	1,282	20,058	(18,646)	1,412	19,509	(18,204)	1,305
SEND Inclusion School Support	3,554	(804)	2,750	3,554	(804)	2,750	804	(804)	-
Access & Inclusion	2,796	(2,792)	3	2,701	(2,697)	3	2,834	(2,834)	-
Civic Affairs									
Civic Functions	1,108	-	1,108	1,118	-	1,118	1,131	-	1,131
Corporate Budget and Resources Planning									
Corporate & Democratic Core	1,410	(534)	877	1,440	(534)	907	1,716	(204)	1,513
Corporate Planning and Strategic Direction									
Finance & Resources Management	302	-	302	327	-	327	478	-	478
Corporate Strategy	1,527	(73)	1,454	1,571	(79)	1,492	1,483	(38)	1,445
Council Tax and Business Rates									
Council Tax & NDR	1,345	(1,113)	232	1,440	(1,130)	310	1,510	(1,193)	317
Customer Contact									
Information, Complaints & Resolution	1,102	(11)	1,092	1,120	(11)	1,110	845	(36)	810
Digital and Technology									
Digital & ICT	6,350	(1,349)	5,001	6,937	(1,295)	5,642	5,174	(1,483)	3,691
Home to School Transport Contract									
Education Transport	2,613	-	2,613	2,613	-	2,613	2,614	-	2,614

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

Objective Summary	2023/24						2024/25		
	Revised			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Human Resources									
HR & Payroll	2,368	(487)	1,881	2,468	(418)	2,050	2,363	(348)	2,015
Learning and Workforce Development									
Staff Training & Development	847	-	847	711	(1)	710	866	-	866
Passenger Transport / Vehicle Fleet									
Central Transport	211	-	211	358	-	358	258	-	258
Performance Delivery									
Operational Performance & Development	1,595	(269)	1,326	1,670	(409)	1,261	1,391	(324)	1,067
Performance & Business Support	240	-	240	232	-	232	184	-	184
Transformation									
Transformation Programmes	257	-	257	257	-	257	558	-	558
Strategy & Change Management	888	-	888	138	-	138	1,141	-	1,141
Democratic Services									
Democratic Services	365	-	365	345	-	345	390	-	390
Elections & Electoral Registration	460	-	460	521	(54)	467	442	-	442
Emergency Planning and Business Continuity									
Emergency Planning	260	-	260	260	-	260	264	-	264
Legal Services & Land Charges									
Legal Services	1,897	(293)	1,604	2,238	(243)	1,995	1,933	(292)	1,641
Local Land Charges	214	(321)	(107)	184	(186)	(2)	219	(321)	(101)
Leader: SEND and Constitutional Affairs Total	52,527	(26,750)	25,778	53,145	(26,770)	26,376	49,189	(26,352)	22,837

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Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Leader: SEND and Constitutional Affairs			
Expenditure			
Employees	20,370	20,852	20,379
Premises	95	134	95
Transport	2,656	2,655	2,664
Supplies & Services	14,051	14,789	10,908
Third Party Payments	14,404	13,764	14,193
Transfer Payments	951	951	951
Expenditure Total	52,527	53,145	49,189
Income			
Council Tax	(330)	(330)	-
Government Grants	(22,065)	(22,229)	(21,911)
Other Grants & Reimbursements	(328)	(446)	(1,216)
Recharges to Housing Revenue Account	(538)	(538)	(538)
Other Internal Charges	(52)	(52)	(52)
Business Ratepayers	(207)	(214)	(207)
Sales, Fees & Charges	(3,230)	(2,961)	(2,428)
Income Total	(26,750)	(26,770)	(26,352)
Net Expenditure/(Income)	25,778	26,376	22,837
Memorandum Items			
Depreciation	12,166	21,502	2,058
Support Service & Management Costs	2,434	2,618	2,478
Accommodation Charges	300	322	400
Departmental Support	255	221	350
Recharges	(13,410)	(13,591)	(14,210)
Memorandum Items Total	1,745	11,073	(8,924)
Total Service Cost	27,293	37,219	13,913

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

Service Subjective: Leader: SEND and Constitutional Affairs

	Access & Inclusion	Central Transport	Civic Functions	Corporate & Democratic Core	Corporate Strategy	Council Tax & NDR	Counter Fraud & Investigation
Expenditure							
Employees	1,156	176	124	1,106	1,349	1,034	323
Premises	-	1	79	-	-	-	-
Transport	4	74	14	-	1	2	2
Supplies & Services	1,101	7	914	569	132	458	18
Third Party Payments	573	-	-	41	-	15	-
Transfer Payments	-	-	-	-	-	-	-
Total Expenditure	2,834	258	1,131	1,716	1,483	1,510	343
Income							
Government Grants	(2,762)	-	-	-	(32)	-	-
Other Grants & Reimbursements	-	-	-	-	(6)	-	-
Business Ratepayers	-	-	-	-	-	(207)	-
Sales, Fees & Charges	(71)	-	-	-	-	(986)	(1)
Other Internal Charges	-	-	-	-	-	-	-
Recharges to Housing Revenue Account	-	-	-	(204)	-	-	(51)
Total Income	(2,834)	-	-	(204)	(38)	(1,193)	(52)
Memorandum Items							
Depreciation	-	1	20	134	-	-	-
Support Service & Management Costs	-	27	29	1,002	227	592	-
Accommodation Charges	-	-	-	-	18	17	-
Departmental Support	-	-	3	6	23	27	-
Recharges	-	(168)	-	-	-	-	(280)
Total Memorandum Items	-	(140)	53	1,142	268	636	(280)
Net Expenditure / (Income)	-	118	1,184	2,655	1,713	952	11

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

Service Subjective: Leader: SEND and Constitutional Affairs

	Democratic Services	Digital & ICT	Education Transport	Elections & Electoral Registration	Emergency Planning	Finance & Resources Management	HR & Payroll
Expenditure							
Employees	342	3,810	53	346	250	443	2,129
Premises	2	1	-	8	2	1	1
Transport	6	6	2,515	-	1	7	4
Supplies & Services	40	1,358	6	86	11	28	229
Third Party Payments	-	-	40	3	-	-	-
Transfer Payments	-	-	-	-	-	-	-
Total Expenditure	390	5,174	2,614	442	264	478	2,363
Income							
Government Grants	-	-	-	-	-	-	-
Other Grants & Reimbursements	-	(857)	-	-	-	-	(220)
Business Ratepayers	-	-	-	-	-	-	-
Sales, Fees & Charges	-	(290)	-	-	-	-	(128)
Other Internal Charges	-	(52)	-	-	-	-	-
Recharges to Housing Revenue Account	-	(284)	-	-	-	-	-
Total Income	-	(1,483)	-	-	-	-	(348)
Memorandum Items							
Depreciation	-	1,903	-	-	-	-	-
Support Service & Management Costs	43	6	147	49	23	6	-
Accommodation Charges	-	-	-	1	-	-	-
Departmental Support	13	1	131	5	3	1	-
Recharges	-	(5,380)	-	-	-	(191)	(1,886)
Total Memorandum Items	56	(3,470)	278	54	26	(184)	(1,886)
Net Expenditure / (Income)	446	222	2,892	496	290	294	129

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

Service Subjective: Leader: SEND and Constitutional Affairs

	Information, Complaints & Resolution	Internal Audit	Legal Services	Local Land Charges	Operational Performance & Development	Performance & Business Support	SEND High needs
Expenditure							
Employees	790	641	1,303	159	1,383	168	2,157
Premises	-	-	-	-	-	-	-
Transport	-	3	1	-	3	3	14
Supplies & Services	5	10	628	60	5	13	4,000
Third Party Payments	50	84	-	-	-	-	12,387
Transfer Payments	-	-	-	-	-	-	951
Total Expenditure	845	738	1,933	219	1,391	184	19,509
Income							
Government Grants	-	-	-	-	(233)	-	(18,081)
Other Grants & Reimbursements	(36)	(38)	-	-	(59)	-	-
Business Ratepayers	-	-	-	-	-	-	-
Sales, Fees & Charges	-	(183)	(292)	(321)	(32)	-	(124)
Other Internal Charges	-	-	-	-	-	-	-
Recharges to Housing Revenue Account	-	-	-	-	-	-	-
Total Income	(36)	(221)	(292)	(321)	(324)	-	(18,204)
Memorandum Items							
Depreciation	-	-	-	-	-	-	-
Support Service & Management Costs	-	-	-	31	-	-	261
Accommodation Charges	-	-	-	-	-	-	361
Departmental Support	-	-	-	4	-	-	130
Recharges	(770)	(496)	(1,597)	-	(1,020)	(179)	-
Total Memorandum Items	(770)	(496)	(1,597)	34	(1,020)	(179)	752
Net Expenditure / (Income)	40	21	44	(67)	48	6	2,057

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

Service Subjective: Leader: SEND and Constitutional Affairs

	SEND Inclusion School Support	Staff Training & Development	Strategy & Change Management	Transformation Programmes	Net Expenditure / (Income)
Expenditure					
Employees	-	440	139	558	20,379
Premises	-	-	-	-	95
Transport	-	1	1	1	2,664
Supplies & Services	804	425	1	-	10,908
Third Party Payments	-	-	1,000	-	14,193
Transfer Payments	-	-	-	-	951
Total Expenditure	804	866	1,141	558	49,189
Income					
Government Grants	(804)	-	-	-	(21,911)
Other Grants & Reimbursements	-	-	-	-	(1,216)
Business Ratepayers	-	-	-	-	(207)
Sales, Fees & Charges	-	-	-	-	(2,428)
Other Internal Charges	-	-	-	-	(52)
Recharges to Housing Revenue Account	-	-	-	-	(538)
Total Income	(804)	-	-	-	(26,352)
Memorandum Items					
Depreciation	-	-	-	-	2,058
Support Service & Management Costs	-	-	-	35	2,478
Accommodation Charges	-	-	-	3	400
Departmental Support	-	-	-	5	350
Recharges	-	(834)	(1,137)	(274)	(14,210)
Total Memorandum Items	-	(834)	(1,137)	(232)	(8,924)
Net Expenditure / (Income)	-	31	5	327	13,913

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

Objective Summary	2023/24						2024/25		
	Revised			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: Environment									
All matters relating to trees, plants, grass verges and other flora									
Environmental Maintenance	562	-	562	490	-	490	562	-	562
Cleansing of highways and public realm									
Street Cleansing	1,699	-	1,699	1,695	-	1,695	1,638	-	1,638
Environmental Care	54	(4)	50	54	(4)	50	18	-	18
Climate Change, Renewable Energy and Energy Saving									
Climate Change	299	(98)	201	283	(83)	200	307	(50)	257
Parks and Open Spaces, Grounds Maintenance									
Community Parks & Open Spaces	1,930	(606)	1,324	1,947	(592)	1,355	1,668	(641)	1,027
Grounds Maintenance	4,539	(701)	3,838	4,358	(538)	3,821	4,678	(752)	3,926
Waste collection, disposal, management, recycling & sanitation									
Waste Collection	6,812	-	6,812	6,824	-	6,824	7,998	-	7,998
Waste Disposal	4,928	-	4,928	5,296	-	5,296	4,928	-	4,928
Waste Management	618	(8)	610	546	192	739	203	(11)	192
Civic Amenity Sites	602	(7)	594	602	(11)	591	577	(7)	569
Deputy Leader: Environment Total	22,042	(1,424)	20,618	22,095	(1,035)	21,059	22,576	(1,461)	21,115

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Deputy Leader: Environment			
Expenditure			
Employees	5,029	4,446	4,661
Premises	4,226	4,641	4,226
Transport	438	489	421
Supplies & Services	1,041	1,113	928
Third Party Payments	11,307	11,405	12,340
Expenditure Total	22,042	22,095	22,576
Income			
Other Grants & Reimbursements	(22)	186	(22)
Rents	(24)	(27)	(24)
Sales, Fees & Charges	(1,378)	(1,194)	(1,415)
Income Total	(1,424)	(1,035)	(1,461)
Net Expenditure/(Income)	20,618	21,059	21,115
Memorandum Items			
Government Capital Grants	(35)	(35)	(750)
Depreciation	339	364	1,054
Support Service & Management Costs	1,691	1,774	1,618
Accommodation Charges	7	8	9
Departmental Support	163	119	223
Memorandum Items Total	2,166	2,230	2,155
Total Service Cost	22,784	23,290	23,270

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

Service Subjective: Deputy Leader: Environment

	Climate Change	Street Cleansing	Waste Collection	Waste Disposal	Waste Management	Community Parks & Open Spaces	Grounds Maintenance
Expenditure							
Employees	273	-	-	-	193	660	3,536
Premises	5	5	-	3,759	-	301	156
Transport	2	-	-	-	1	24	394
Supplies & Services	27	13	-	-	8	383	489
Third Party Payments	-	1,619	7,998	1,169	-	300	103
Total Expenditure	307	1,638	7,998	4,928	203	1,668	4,678
Income							
Other Grants & Reimbursements	-	-	-	-	-	(22)	-
Rents	-	-	-	-	-	(16)	-
Sales, Fees & Charges	(50)	-	-	-	(11)	(602)	(752)
Total Income	(50)	-	-	-	(11)	(641)	(752)
Memorandum Items							
Depreciation	-	14	-	-	22	977	41
Government Capital Grants	-	-	-	-	-	(750)	-
Support Service & Management Costs	32	31	195	251	83	325	679
Accommodation Charges	9	-	-	-	-	-	-
Departmental Support	6	-	2	7	8	43	156
Total Memorandum Items	48	46	197	259	113	595	876
Net Expenditure / (Income)	304	1,684	8,195	5,187	305	1,622	4,802

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

Service Subjective: Deputy Leader: Environment

	Environmental Maintenance	Environmental Care	Civic Amenity Sites	Net Expenditure / (Income)
Expenditure				
Employees	-	-	-	4,661
Premises	-	-	-	4,226
Transport	-	-	-	421
Supplies & Services	6	-	-	928
Third Party Payments	555	18	577	12,340
Total Expenditure	562	18	577	22,576
Income				
Other Grants & Reimbursements	-	-	-	(22)
Rents	-	-	(7)	(24)
Sales, Fees & Charges	-	-	-	(1,415)
Total Income	-	-	(7)	(1,461)
Memorandum Items				
Depreciation	-	-	-	1,054
Government Capital Grants	-	-	-	(750)
Support Service & Management Costs	11	1	11	1,618
Accommodation Charges	-	-	-	9
Departmental Support	-	-	-	223
Total Memorandum Items	11	1	11	2,155
Net Expenditure / (Income)	573	19	580	23,270

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

Objective Summary	2023/24						2024/25		
	Revised			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Arts, Culture, Heritage and Leisure									
Museums and Galleries, Theatres and Libraries									
Library Service	3,497	(351)	3,146	3,563	(351)	3,212	3,758	(422)	3,336
Arts and Cultural Wellbeing	1,538	(436)	1,102	1,486	(402)	1,084	1,642	(423)	1,219
Pier and Foreshore									
Resort Services	1,737	(1,303)	434	1,889	(1,381)	508	1,843	(1,456)	387
Sport Development									
Sport Development	216	(332)	(116)	224	(332)	(108)	220	(2)	218
Arts, Culture, Heritage and Leisure Total	6,988	(2,422)	4,566	7,162	(2,466)	4,696	7,463	(2,303)	5,160

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Arts, Culture, Heritage and Leisure			
Expenditure			
Employees	4,455	4,411	4,388
Premises	1,319	1,510	1,940
Transport	66	66	50
Supplies & Services	745	768	682
Third Party Payments	403	407	403
Expenditure Total	6,988	7,162	7,463
Income			
Government Grants	(60)	(60)	(60)
Other Grants & Reimbursements	(412)	(342)	(412)
Rents	(52)	(77)	(68)
Sales, Fees & Charges	(1,898)	(1,987)	(1,763)
Income Total	(2,422)	(2,466)	(2,303)
Net Expenditure/(Income)	4,566	4,696	5,160
Memorandum Items			
Depreciation	3,876	5,139	2,480
Support Service & Management Costs	1,248	1,297	1,228
Accommodation Charges	22	24	30
Departmental Support	144	110	223
Memorandum Items Total	5,291	6,569	3,961
Total Service Cost	9,857	11,266	9,121

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

Service Subjective: Arts, Culture, Heritage and Leisure

	Arts and Cultural Wellbeing	Library Service	Resort Services	Sport Development	Net Expenditure / (Income)
Expenditure					
Employees	1,163	1,999	1,053	173	4,388
Premises	276	991	629	44	1,940
Transport	3	14	34	-	50
Supplies & Services	201	363	117	2	682
Third Party Payments	-	391	10	2	403
Total Expenditure	1,642	3,758	1,843	220	7,463
Income					
Government Grants	(30)	(30)	-	-	(60)
Other Grants & Reimbursements	(203)	(185)	(24)	-	(412)
Rents	(60)	-	(8)	-	(68)
Sales, Fees & Charges	(130)	(208)	(1,423)	(2)	(1,763)
Total Income	(423)	(422)	(1,456)	(2)	(2,303)
Memorandum Items					
Depreciation	539	439	976	526	2,480
Support Service & Management Costs	357	501	273	98	1,228
Accommodation Charges	22	3	-	5	30
Departmental Support	107	67	40	9	223
Total Memorandum Items	1,025	1,010	1,288	637	3,961
Net Expenditure / (Income)	2,244	4,346	1,675	855	9,121

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

Objective Summary	2023/24						2024/25		
	Revised			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's Services, Education and Learning									
Adult and Community Learning									
Adult and Community College	2,352	(2,290)	62	2,352	(2,290)	62	2,352	(2,290)	62
Children's Safeguarding									
Children's Safeguarding	125	(58)	68	125	(58)	68	125	(58)	68
Children's Services									
Integrated Children, Youth & Family Support	4,710	(1,034)	3,676	4,635	(1,034)	3,601	4,837	(1,034)	3,804
A&I, Support and Protection, CWD	5,993	(117)	5,876	6,901	(150)	6,751	6,455	(122)	6,333
Corporate Parenting	20,146	(2,039)	18,107	26,695	(2,768)	23,927	23,191	(2,392)	20,799
Specialist Management & Support	1,180	(33)	1,147	1,418	(33)	1,385	1,219	(33)	1,186
Quality and Practice	1,273	(31)	1,242	1,433	(31)	1,402	1,332	-	1,332
Family Centre, Early Years and Childcare									
Early Years	12,282	(11,775)	506	12,292	(11,820)	471	17,714	(17,361)	354
Family Centres	1,135	(364)	771	1,145	(404)	741	806	(364)	442
Schools, Education and Learning									
School Funding	26,671	(26,667)	4	26,671	(26,667)	4	24,676	(24,676)	-
Learning & Improvement	307	(147)	160	282	(162)	120	316	(147)	168
Learning	1,644	(1,398)	246	1,644	(1,398)	246	3,648	(3,397)	251
Services for Schools	603	(554)	49	563	(514)	49	648	(594)	54
Virtual School	1,002	(697)	305	867	(697)	170	946	(711)	235
Education Functions	1,452	(395)	1,057	1,376	(375)	1,001	1,215	(614)	601

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

Objective Summary	2023/24						2024/25		
	Revised			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Youth and Connexions									
Youth Service	642	(46)	596	647	(46)	601	669	(49)	620
Connexions	526	(293)	233	566	(293)	273	563	(314)	249
Youth Justice Service									
Youth Justice Service	1,267	(677)	590	1,601	(792)	809	1,316	(677)	638
Children's Services, Education and Learning Total	83,308	(48,615)	34,694	91,211	(49,532)	41,680	92,027	(54,832)	37,195

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Children's Services, Education and Learning			
Expenditure			
Employees	19,093	19,912	19,985
Premises	474	487	474
Transport	731	711	731
Supplies & Services	19,057	20,137	24,147
Third Party Payments	16,511	22,632	21,141
Transfer Payments	27,443	27,333	25,549
Expenditure Total	83,308	91,211	92,027
Income			
Government Grants	(47,217)	(47,472)	(53,041)
Other Grants & Reimbursements	(532)	(1,169)	(884)
Rents	(58)	(58)	(58)
Other Internal Charges	(50)	(50)	(86)
Sales, Fees & Charges	(758)	(783)	(764)
Income Total	(48,615)	(49,532)	(54,832)
Net Expenditure/(Income)	34,694	41,680	37,195
Memorandum Items			
Government Capital Grants	(300)	(300)	(2,417)
Depreciation	1,859	2,006	3,943
Support Service & Management Costs	3,612	3,784	3,689
Accommodation Charges	661	709	880
Departmental Support	2,034	1,878	2,380
Memorandum Items Total	7,865	8,078	8,475
Total Service Cost	42,559	49,758	45,670

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

Service Subjective: Children's Services, Education and Learning

	Adult and Community College	A&I, Support and Protection, CWD	Children's Safeguarding	Connexions	Corporate Parenting	Early Years	Education Functions
Expenditure							
Employees	62	4,130	125	544	3,139	806	814
Premises	-	6	-	-	71	-	58
Transport	-	385	-	10	233	1	5
Supplies & Services	2,290	848	-	9	2,960	16,677	337
Third Party Payments	-	475	-	-	16,786	-	-
Transfer Payments	-	612	-	-	-	230	-
Total Expenditure	2,352	6,455	125	563	23,191	17,714	1,215
Income							
Government Grants	(2,290)	(105)	-	-	(1,904)	(17,361)	(439)
Other Grants & Reimbursements	-	(17)	-	-	(500)	-	-
Other Internal Charges	-	-	(58)	-	13	-	-
Rents	-	-	-	-	-	-	(58)
Sales, Fees & Charges	-	-	-	(314)	-	-	(118)
Total Income	(2,290)	(122)	(58)	(314)	(2,392)	(17,361)	(614)
Memorandum Items							
Depreciation	131	-	-	-	5	75	-
Government Capital Grants	-	-	-	-	-	-	-
Support Service & Management Costs	50	505	2	81	537	505	115
Accommodation Charges	-	341	-	-	29	5	392
Departmental Support	1	201	2	19	384	102	22
Total Memorandum Items	182	1,047	4	100	955	688	529
Net Expenditure / (Income)	244	7,380	71	349	21,754	1,041	1,129

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

Service Subjective: Children's Services, Education and Learning

	Family Centres	Integrated Children, Youth & Family Support	Learning	Learning & Improvement	Quality and Practice	School Funding	Specialist Management & Support
Expenditure							
Employees	623	4,559	262	203	1,266	23	940
Premises	180	2	1	3	-	-	3
Transport	-	25	2	6	9	-	3
Supplies & Services	4	103	1	83	12	159	52
Third Party Payments	-	149	3,382	22	46	-	7
Transfer Payments	-	-	-	-	-	24,494	214
Total Expenditure	806	4,837	3,648	316	1,332	24,676	1,219
Income							
Government Grants	(364)	(963)	(3,397)	(147)	-	(24,676)	(33)
Other Grants & Reimbursements	-	(71)	-	-	-	-	-
Other Internal Charges	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-
Sales, Fees & Charges	-	-	-	-	-	-	-
Total Income	(364)	(1,034)	(3,397)	(147)	-	(24,676)	(33)
Memorandum Items							
Depreciation	39	-	3,693	-	-	-	-
Government Capital Grants	-	-	(2,417)	-	-	-	-
Support Service & Management Costs	258	605	223	15	130	-	68
Accommodation Charges	-	52	-	9	50	-	1
Departmental Support	187	354	17	4	58	-	841
Total Memorandum Items	484	1,012	1,515	28	237	-	911
Net Expenditure / (Income)	926	4,815	1,766	196	1,570	-	2,096

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

Service Subjective: Children's Services, Education and Learning

	Services for Schools	Virtual School	Youth Justice Service	Youth Service	Net Expenditure / (Income)
Expenditure					
Employees	419	604	974	494	19,985
Premises	27	-	-	122	474
Transport	1	3	29	18	731
Supplies & Services	201	102	275	35	24,147
Third Party Payments	1	237	38	-	21,141
Transfer Payments	-	-	-	-	25,549
Total Expenditure	648	946	1,316	669	92,027
Income					
Government Grants	(271)	(544)	(548)	-	(53,041)
Other Grants & Reimbursements	-	(166)	(129)	-	(884)
Other Internal Charges	(41)	-	-	-	(86)
Rents	-	-	-	-	(58)
Sales, Fees & Charges	(282)	-	-	(49)	(764)
Total Income	(594)	(711)	(677)	(49)	(54,832)
Memorandum Items					
Depreciation	-	-	-	-	3,943
Government Capital Grants	-	-	-	-	(2,417)
Support Service & Management Costs	303	53	116	123	3,689
Accommodation Charges	-	-	-	-	880
Departmental Support	105	20	37	29	2,380
Total Memorandum Items	407	73	153	152	8,475
Net Expenditure / (Income)	462	308	791	773	45,670

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

Objective Summary	2023/24						2024/25		
	Revised			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 Public Protection									
Closed Circuit Television									
Closed Circuit Television	596	(75)	522	675	(51)	624	652	(80)	572
Community Safety									
Community Safety	923	(32)	891	851	(28)	823	1,020	(28)	992
Drugs and Alcohol Service									
Drugs and Alcohol Service	2,169	(2,073)	96	2,178	(2,082)	96	2,073	(2,073)	-
Public Toilets									
Public Conveniences	547	(150)	397	545	-	545	559	-	559
Town Centre Management									
Town Centre	191	(68)	123	191	(68)	123	145	(76)	69
Community Safety and Public Protection Total	4,426	(2,397)	2,029	4,440	(2,229)	2,211	4,449	(2,257)	2,192

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Community Safety and Public Protection			
Expenditure			
Employees	1,354	1,321	1,510
Premises	303	303	294
Transport	2	2	7
Supplies & Services	1,997	2,052	1,968
Third Party Payments	770	763	670
Expenditure Total	4,426	4,440	4,449
Income			
Government Grants	(2,019)	(2,028)	(2,019)
Other Grants & Reimbursements	(110)	(106)	(106)
Sales, Fees & Charges	(268)	(95)	(132)
Income Total	(2,397)	(2,229)	(2,257)
Net Expenditure/(Income)	2,029	2,211	2,192
Memorandum Items			
Government Capital Grants	-	-	-
Depreciation	487	550	472
Support Service & Management Costs	319	340	308
Accommodation Charges	2	2	3
Departmental Support	115	117	137
Memorandum Items Total	923	1,009	921
Total Service Cost	2,952	3,220	3,112

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

Service Subjective: Community Safety and Public Protection

	Closed Circuit Television	Community Safety	Public Conveniences	Town Centre	Drugs and Alcohol Service	Net Expenditure / (Income)
Expenditure						
Employees	528	854	-	91	37	1,510
Premises	8	91	186	9	-	294
Transport	-	7	-	-	-	7
Supplies & Services	116	42	10	45	1,755	1,968
Third Party Payments	-	27	362	-	282	670
Total Expenditure	652	1,020	559	145	2,073	4,449
Income						
Government Grants	-	-	-	-	(2,019)	(2,019)
Other Grants & Reimbursements	-	(28)	-	(24)	(54)	(106)
Sales, Fees & Charges	(80)	-	-	(51)	-	(132)
Total Income	(80)	(28)	-	(76)	(2,073)	(2,257)
Memorandum Items						
Depreciation	214	-	70	188	-	472
Government Capital Grants	-	-	-	-	-	-
Support Service & Management Costs	83	150	58	17	-	308
Accommodation Charges	-	3	-	-	-	3
Departmental Support	63	68	5	2	-	137
Total Memorandum Items	361	220	133	207	-	921
Net Expenditure / (Income)	933	1,213	692	276	-	3,112

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

Objective Summary	2023/24						2024/25		
	Revised			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Economic Growth and Investment									
Marketing (Place Branding/Tourism)									
Culture and Tourism Strategy	468	(9)	460	499	(9)	491	384	(184)	200
Regeneration and business growth									
Economic Development	926	(123)	803	836	(102)	734	721	(215)	506
Economic Growth and Investment Total	1,394	(132)	1,263	1,335	(111)	1,224	1,104	(398)	706

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Economic Growth and Investment			
Expenditure			
Employees	788	741	804
Premises	90	90	90
Transport	3	3	3
Supplies & Services	514	502	208
Expenditure Total	1,394	1,335	1,104
Income			
Other Grants & Reimbursements	(123)	(109)	(215)
Sales, Fees & Charges	(9)	(2)	(184)
Income Total	(132)	(111)	(398)
Net Expenditure/(Income)	1,263	1,224	706
Memorandum Items			
Support Service & Management Costs	209	216	212
Accommodation Charges	8	9	11
Departmental Support	16	10	26
Memorandum Items Total	233	234	249
Total Service Cost	1,496	1,459	955

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

Service Subjective: Economic Growth and Investment

	Culture and Tourism Strategy	Economic Development	Net Expenditure / (Income)
Expenditure			
Employees	243	561	804
Premises	2	88	90
Transport	1	2	3
Supplies & Services	138	70	208
Total Expenditure	384	721	1,104
Income			
Other Grants & Reimbursements	-	(215)	(215)
Sales, Fees & Charges	(184)	-	(184)
Total Income	(184)	(215)	(398)
Memorandum Items			
Support Service & Management Costs	38	175	212
Accommodation Charges	-	11	11
Departmental Support	5	21	26
Total Memorandum Items	42	207	249
Net Expenditure / (Income)	242	712	955

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

Objective Summary	2023/24						2024/25		
	Revised			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Highways, Transport and Parking									
Car parks and all car parking matters									
Decriminalised Parking	1,189	(1,960)	(771)	1,780	(1,960)	(180)	1,320	(2,052)	(732)
Parking Management	1,574	(9,423)	(7,849)	2,119	(9,573)	(7,454)	1,573	(10,511)	(8,938)
Concessionary Fares									
Concessionary Fares	2,840	-	2,840	2,290	-	2,290	2,440	-	2,440
Engineering (Bridges and Structures)									
Bridges	51	-	51	51	-	51	51	-	51
Highways (including maintenance)									
Traffic Signals	312	-	312	312	-	312	312	-	312
Street Lighting	1,520	(58)	1,462	1,520	(18)	1,502	1,495	(62)	1,433
Structural Maintenance	898	(330)	568	966	(580)	386	725	(354)	370
Routine Maintenance	2,108	-	2,108	2,213	-	2,213	2,345	(34)	2,311
Safety Maintenance	254	-	254	254	-	254	-	-	-
Winter Maintenance	132	-	132	132	-	132	132	-	132
Highways and Transport									
Road Safety	99	-	99	84	-	84	97	-	97
Public Transport									
Public Transport	46	-	46	46	-	46	-	-	-
Transport (including Transport Policy and Licensing)									
Transport Planning, Policy and Strategy	888	(741)	148	973	(816)	157	1,185	(843)	342
Public Transport Co-ordination	233	(78)	155	345	(78)	267	120	(83)	37
Traffic Management	751	(7)	745	733	(32)	702	860	(7)	853
Highways, Transport and Parking Total	12,895	(12,596)	298	13,816	(13,056)	760	12,655	(13,948)	(1,293)

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Highways, Transport and Parking			
Expenditure			
Employees	3,591	3,886	3,688
Premises	2,624	2,758	2,546
Transport	49	83	67
Supplies & Services	1,067	1,606	1,068
Third Party Payments	5,564	5,483	5,286
Expenditure Total	12,895	13,816	12,655
Income			
Government Grants	(50)	(50)	(50)
Other Grants & Reimbursements	(72)	(72)	(72)
Rents	(1)	(1)	(1)
Sales, Fees & Charges	(12,474)	(12,934)	(13,825)
Income Total	(12,596)	(13,056)	(13,948)
Net Expenditure/(Income)	298	760	(1,293)
Memorandum Items			
Government Capital Grants	-	-	(3,179)
Depreciation	11,663	15,983	8,283
Support Service & Management Costs	1,256	1,307	1,219
Accommodation Charges	9	10	12
Departmental Support	181	156	231
Memorandum Items Total	13,109	17,456	6,566
Total Service Cost	13,408	18,216	5,273

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

Service Subjective: Highways, Transport and Parking

	Bridges	Concessionary Fares	Decriminalised Parking	Transport Planning, Policy and Strategy	Public Transport Co-ordination	Parking Management	Road Safety	Routine Maintenance
Expenditure								
Employees	-	-	159	1,156	-	60	2	977
Premises	-	-	2	-	94	1,146	-	-
Transport	-	-	-	12	-	2	6	34
Supplies & Services	-	68	125	17	1	101	19	452
Third Party Payments	51	2,372	1,034	-	25	263	70	882
Total Expenditure	51	2,440	1,320	1,185	120	1,573	97	2,345
Income								
Government Grants	-	-	-	(50)	-	-	-	-
Other Grants & Reimbursements	-	-	-	(72)	-	-	-	-
Rents	-	-	-	-	-	(1)	-	-
Sales, Fees & Charges	-	-	(2,052)	(721)	(83)	(10,510)	-	(34)
Total Income	-	-	(2,052)	(843)	(83)	(10,511)	-	(34)
Memorandum Items								
Depreciation	68	-	-	-	154	634	-	91
Government Capital Grants	-	-	-	-	(21)	(600)	-	-
Support Service & Management Costs	1	55	85	275	13	237	3	255
Accommodation Charges	-	-	-	7	-	2	-	-
Departmental Support	-	1	33	54	1	50	-	45
Total Memorandum Items	69	55	118	336	146	323	3	391
Net Expenditure / (Income)	120	2,495	(614)	678	183	(8,616)	100	2,702

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

Service Subjective: Highways, Transport and Parking

	Street Lighting	Structural Maintenance	Traffic Management	Traffic Signals	Winter Maintenance	Net Expenditure / (Income)
Expenditure						
Employees	-	652	681	-	-	3,688
Premises	1,298	-	2	4	-	2,546
Transport	-	7	1	-	5	67
Supplies & Services	-	56	166	63	-	1,068
Third Party Payments	197	10	10	245	127	5,286
Total Expenditure	1,495	725	860	312	132	12,655
Income						
Government Grants	-	-	-	-	-	(50)
Other Grants & Reimbursements	-	-	-	-	-	(72)
Rents	-	-	-	-	-	(1)
Sales, Fees & Charges	(62)	(354)	(7)	-	-	(13,825)
Total Income	(62)	(354)	(7)	-	-	(13,948)
Memorandum Items						
Depreciation	610	6,303	423	-	-	8,283
Government Capital Grants	(121)	(2,437)	-	-	-	(3,179)
Support Service & Management Costs	35	117	135	6	3	1,219
Accommodation Charges	-	-	3	-	-	12
Departmental Support	1	23	24	-	-	231
Total Memorandum Items	525	4,006	585	6	3	6,566
Net Expenditure / (Income)	1,958	4,376	1,438	318	135	5,273

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

Objective Summary	2023/24						2024/25		
	Revised			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Housing and Planning									
Homelessness and Rough Sleeping									
Community Housing	2,541	(2,137)	404	2,500	(2,137)	363	2,537	(2,115)	421
Resettlement Programme	2,788	(2,788)	-	2,788	(2,788)	-	151	(151)	-
Housing Benefit									
Housing Benefits	60,095	(58,345)	1,750	60,149	(58,588)	1,561	60,169	(58,362)	1,807
Housing Management									
Housing Enablement	154	(65)	88	154	(65)	88	158	(65)	93
Housing Strategy									
Strategy & Planning for Housing	646	(245)	401	673	(263)	410	651	(245)	406
Planning Policy and Planning Control, Building Control									
Development & Building Control	2,128	(1,535)	593	2,080	(1,535)	545	2,172	(1,734)	438
Private sector housing standards and grants									
Private Sector Housing	927	(451)	476	933	(479)	454	835	(366)	470
Sea and Foreshore Defences									
Defences Against Flooding	444	(13)	431	444	(13)	431	444	(13)	431
Housing and Planning Total	69,723	(65,581)	4,142	69,720	(65,869)	3,851	67,118	(63,052)	4,065

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Housing and Planning			
Expenditure			
Employees	6,935	6,801	6,980
Premises	165	165	165
Transport	26	26	25
Supplies & Services	2,048	2,178	1,927
Third Party Payments	2,985	2,985	544
Transfer Payments	57,476	57,476	57,476
Expenditure Total	69,635	69,632	67,118
Income			
Government Grants	(60,891)	(61,102)	(58,207)
Other Grants & Reimbursements	(1,800)	(1,812)	(1,800)
Rents	(75)	(75)	(75)
Recharges to Housing Revenue Account	(622)	(622)	(622)
Sales, Fees & Charges	(2,105)	(2,170)	(2,348)
Income Total	(65,493)	(65,781)	(63,052)
Net Expenditure/(Income)	4,054	3,763	4,065
Memorandum Items			
Government Capital Grants	(7,500)	(7,500)	(800)
Depreciation	17,861	17,036	2,078
Support Service & Management Costs	2,261	2,380	2,209
Accommodation Charges	230	247	306
Departmental Support	272	214	326
Memorandum Items Total	13,123	12,377	4,120
Total Service Cost	17,257	16,219	8,185

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

Service Subjective: Housing and Planning

	Community Housing	Defences Against Flooding	Development & Building Control	Housing Benefits	Housing Enablement	Private Sector Housing	Resettlement Programme	Strategy & Planning for Housing	Net Expenditure / (Income)
Expenditure									
Employees	1,398	75	2,023	1,779	153	761	151	640	6,980
Premises	67	96	-	-	-	2	-	-	165
Transport	1	-	19	2	1	3	-	-	25
Supplies & Services	754	46	130	912	4	70	-	11	1,927
Third Party Payments	318	227	-	-	-	-	-	-	544
Transfer Payments	-	-	-	57,476	-	-	-	-	57,476
Total Expenditure	2,537	444	2,172	60,169	158	835	151	651	67,118
Income									
Government Grants	(1,729)	(13)	-	(56,314)	-	-	(151)	-	(58,207)
Other Grants & Reimbursements	-	-	-	(1,800)	-	-	-	-	(1,800)
Rents	(75)	-	-	-	-	-	-	-	(75)
Recharges to Housing Revenue Account	(312)	-	-	-	(65)	-	-	(245)	(622)
Sales, Fees & Charges	-	-	(1,734)	(248)	-	(366)	-	-	(2,348)
Total Income	(2,115)	(13)	(1,734)	(58,362)	(65)	(366)	(151)	(245)	(63,052)
Memorandum Items									
Depreciation	-	1,278	-	-	-	800	-	-	2,078
Government Capital Grants	-	-	-	-	-	(800)	-	-	(800)
Accommodation Charges	80	-	43	152	-	24	-	8	306
Departmental Support	53	1	50	46	28	130	-	19	326
Support Service & Management Costs	383	15	642	743	36	286	-	105	2,209
Total Memorandum Items	516	1,294	735	940	64	440	-	132	4,120
Net Expenditure / (Income)	938	1,724	1,173	2,747	156	909	-	538	8,185

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

Objective Summary	2023/24						2024/25		
	Revised			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Public Health and Adult Social Care									
Adult Social Care									
Adult Social Care	6,754	(1,641)	5,113	6,063	(1,638)	4,425	5,735	(1,254)	4,481
Older People	38,667	(24,594)	14,072	43,814	(26,965)	16,848	41,916	(25,777)	16,139
Adult Social Care Management	464	-	464	553	-	553	444	-	444
Quality Practice and Assurance	93	-	93	102	-	102	101	-	101
Learning Disabilities	20,265	(4,380)	15,885	20,804	(3,909)	16,895	22,389	(3,936)	18,453
Physical or Sensory Impairment	7,070	(1,733)	5,337	8,802	(2,095)	6,707	7,473	(1,828)	5,645
Commissioning									
Commissioning	7,889	(2,648)	5,241	7,602	(2,887)	4,715	7,005	(2,548)	4,457
Community Cohesion and community assets									
Community Centres	17	(1)	16	17	14	31	17	(1)	16
Customer Contact									
Customer Experience	4,453	(317)	4,136	4,747	(338)	4,409	4,550	(232)	4,317
Mental Health Services									
Adult Mental Health	5,591	(556)	5,035	5,860	(502)	5,358	6,042	(576)	5,466
Public Health									
Public Health	5,463	(5,245)	218	5,268	(5,050)	218	5,462	(5,462)	-
Public Health and Adult Social Care Total	96,727	(41,117)	55,609	103,633	(43,372)	60,261	101,133	(41,614)	59,519

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Public Health and Adult Social Care			
Expenditure			
Employees	22,833	23,071	22,621
Premises	441	501	440
Transport	722	777	714
Supplies & Services	6,543	6,785	5,069
Third Party Payments	66,185	72,498	72,288
Capital Finance Charges	2	-	2
Expenditure Total	96,727	103,633	101,133
Income			
Government Grants	(7,358)	(7,547)	(7,493)
Other Grants & Reimbursements	(19,609)	(19,200)	(19,080)
Interest	-	(13)	-
Rents	(221)	(207)	(223)
Recharges to Housing Revenue Account	(222)	(188)	(228)
Other Internal Charges	37	37	58
Sales, Fees & Charges	(13,744)	(16,254)	(14,648)
Income Total	(41,117)	(43,372)	(41,614)
Net Expenditure/(Income)	55,609	60,261	59,519
Memorandum Items			
Depreciation	159	(73)	120
Support Service & Management Costs	3,451	3,567	3,454
Accommodation Charges	261	280	347
Departmental Support	7,064	7,022	7,076
Recharges	(9,006)	(9,386)	(8,725)
Memorandum Items Total	1,929	1,409	2,273
Total Service Cost	57,509	61,874	61,792

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

Service Subjective: Public Health and Adult Social Care

	Adult Mental Health	Adult Social Care	Adult Social Care Management	Commissioning	Community Centres	Customer Experience	Learning Disabilities	Older People
Expenditure								
Employees	910	4,675	436	1,994	-	4,395	753	2,271
Premises	4	2	-	1	17	-	15	171
Transport	7	17	2	10	-	-	578	7
Supplies & Services	4	278	5	3,352	-	155	3	506
Third Party Payments	5,116	763	1	1,647	-	-	21,039	38,962
Total Expenditure	6,042	5,735	444	7,005	17	4,550	22,389	41,916
Income								
Government Grants	-	(42)	-	(2,241)	-	(69)	-	-
Other Grants & Reimbursements	(93)	(1,030)	-	(307)	-	(17)	(2,295)	(14,043)
Interest	-	-	-	-	-	-	-	-
Other Internal Charges	-	58	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	(130)
Recharges to Housing Revenue Account	-	(120)	-	-	-	-	-	-
Sales, Fees & Charges	(483)	(120)	-	-	(1)	(146)	(1,641)	(11,604)
Total Income	(576)	(1,254)	-	(2,548)	(1)	(232)	(3,936)	(25,777)
Memorandum Items								
Depreciation	-	-	52	-	68	-	-	-
Support Service & Management Costs	199	674	-	179	4	-	503	1,129
Accommodation Charges	19	146	-	1	-	-	69	46
Departmental Support	517	593	-	129	-	-	730	1,809
Recharges	-	(886)	(481)	(1,133)	-	(4,175)	-	-
Total Memorandum Items	734	527	(429)	(825)	72	(4,175)	1,302	2,983
Net Expenditure / (Income)	6,201	5,008	15	3,633	88	143	19,755	19,122

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

Service Subjective: Public Health and Adult Social Care

	Physical or Sensory Impairment	Public Health	Quality Practice and Assurance	Net Expenditure / (Income)
Expenditure				
Employees	2,090	4,996	101	22,621
Premises	223	6	-	440
Transport	54	39	-	714
Supplies & Services	545	222	-	5,069
Third Party Payments	4,560	199	-	72,288
Total Expenditure	7,472	5,462	101	101,131
Income				
Government Grants	-	(5,141)	-	(7,493)
Other Grants & Reimbursements	(975)	(321)	-	(19,080)
Interest	-	-	-	-
Other Internal Charges	-	-	-	58
Rents	(93)	-	-	(223)
Recharges to Housing Revenue Account	(108)	-	-	(228)
Sales, Fees & Charges	(653)	-	-	(14,648)
Total Income	(1,828)	(5,462)	-	(41,614)
Memorandum Items				
Depreciation	-	-	-	120
Support Service & Management Costs	264	496	8	3,454
Accommodation Charges	66	-	-	347
Departmental Support	1,533	1,764	2	7,076
Recharges	(990)	(1,060)	-	(8,725)
Total Memorandum Items	873	1,200	9	2,273
Net Expenditure / (Income)	6,516	1,200	110	61,790

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

Objective Summary	2023/24						2024/25		
	Revised			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Regulatory Services									
Asset Management									
Asset Management	657	(20)	637	458	(8)	450	630	(21)	609
Cemeteries, Crematoria and Bereavement Services									
Bereavement Services	1,551	(3,179)	(1,628)	1,683	(2,524)	(841)	1,586	(3,472)	(1,886)
Corporate Procurement									
Corporate Procurement	1,056	-	1,056	1,056	-	1,056	1,037	(10)	1,027
Financial Services (including Insurance etc.)									
Financial Services	2,042	(557)	1,486	1,952	(612)	1,341	2,095	(571)	1,524
Financial Strategy, Sustainability & Governance	1,443	(77)	1,366	1,433	(77)	1,356	1,452	(79)	1,373
Property and Commercial									
Asset Management	239	(4,688)	(4,450)	1,285	(5,910)	(4,626)	1,495	(6,038)	(4,544)
Property and Estate Management	3,400	(445)	2,955	3,610	(410)	3,200	3,255	(476)	2,780
Registration Services									
Registration Births Deaths Marriages	440	(562)	(122)	471	(562)	(91)	432	(553)	(121)
Regulatory services									
Regulatory Services	1,706	(466)	1,239	1,559	(479)	1,080	1,647	(663)	984
Regulatory Services Total	12,533	(9,993)	2,540	13,506	(10,581)	2,925	13,629	(11,882)	1,747

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

Subjective Summary	2023/24		2024/25
	Revised £000s	Probable Outturn £000s	Budget £000s
Regulatory Services			
Expenditure			
Employees	8,591	8,171	8,478
Premises	2,893	3,552	2,903
Transport	50	64	42
Supplies & Services	743	1,386	1,948
Third Party Payments	56	133	78
Special Items	200	200	180
Expenditure Total	12,533	13,506	13,629
Income			
Government Grants	(30)	(36)	(30)
Other Grants & Reimbursements	(3)	(7)	(3)
Rents	(4,704)	(5,902)	(6,049)
Recharges to Housing Revenue Account	(268)	(268)	(278)
Other Internal Charges	(167)	(147)	(167)
Sales, Fees & Charges	(4,820)	(4,220)	(5,353)
Income Total	(9,993)	(10,581)	(11,882)
Net Expenditure/(Income)	2,540	2,925	1,747
Memorandum Items			
Depreciation	1,542	1,613	1,213
Support Service & Management Costs	1,212	1,165	1,178
Accommodation Charges	-	-	-
Departmental Support	1,773	1,603	1,729
Recharges	(8,814)	(8,551)	(9,359)
Memorandum Items Total	(4,286)	(4,169)	(5,239)
Total Service Cost	(1,746)	(1,245)	(3,493)

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

Service Subjective: Regulatory Services

	Asset Management	Bereavement Services	Corporate Procurement	Financial Services	Financial Strategy, Sustainability & Governance	Property and Estate Management	Registration Births Deaths Marriages	Regulatory Services	Net Expenditure / (Income)
Expenditure									
Employees	562	912	1,022	1,979	1,183	914	417	1,490	8,478
Premises	230	491	-	-	-	2,181	-	-	2,903
Transport	3	18	-	2	1	8	-	10	42
Supplies & Services	1,328	154	15	114	88	152	15	82	1,948
Third Party Payments	2	11	-	-	-	-	-	65	78
Special Items	-	-	-	-	180	-	-	-	180
Total Expenditure	2,125	1,586	1,037	2,095	1,452	3,255	432	1,647	13,629
Income									
Government Grants	-	-	-	-	-	-	-	(30)	(30)
Other Grants & Reimbursements	-	-	-	-	-	-	-	(3)	(3)
Other Internal Charges	-	-	-	(146)	-	(21)	-	-	(167)
Rents	(6,038)	-	-	-	-	-	(11)	-	(6,049)
Recharges to Housing Revenue Account	-	-	(10)	(216)	(53)	-	-	-	(278)
Sales, Fees & Charges	(21)	(3,472)	-	(209)	(26)	(454)	(542)	(629)	(5,353)
Total Income	(6,059)	(3,472)	(10)	(571)	(79)	(476)	(553)	(663)	(11,882)
Memorandum Items									
Depreciation	484	189	-	-	-	540	-	-	1,213
Support Service & Management Costs	751	225	-	40	-	-	124	38	1,178
Accommodation Charges	-	-	-	-	-	-	-	-	-
Departmental Support	38	101	-	5	-	-	10	1,575	1,729
Recharges	(581)	-	(996)	(1,526)	(1,153)	(3,759)	-	(1,345)	(9,359)
Total Memorandum Items	693	515	(996)	(1,482)	(1,153)	(3,219)	134	269	(5,239)
Net Expenditure / (Income)	(3,242)	(1,371)	31	42	220	(439)	13	1,253	(3,493)

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

Contingency

Contingency Sums	Estimate for 2023/24		Estimate 2024/25 £000s
	Original £000s	Probable Outturn £000s	
General Contingency	448	146	1,138
General Inflation	600	247	1,000
Net Expenditure	1,048	393	2,138

Levies etc.

Levies	Estimate for 2023/24		Estimate 2024/25 £000s
	Original £000s	Probable Outturn £000s	
Kent & Essex Inshore Fisheries & Conservation Authority	24	24	25
Essex Local Flood Defences	215	215	221
Coroners Court	477	526	595
Net Expenditure	715	765	840

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

Financing Costs & Interest

	2023/24		Original Budget 2024/25
	Original Budget	Probable Outturn	
	£000s	£000s	£000s
Expenditure			
External Interest on Debt (PWLB)	12,021	12,021	12,009
External Interest on Debt (GIB)	309	309	302
External Interest on Debt (ECC)	234	212	227
Minimum Revenue Provision	11,994	5,648	6,387
Minimum Revenue Provision (ECC)	416	388	373
Minimum Revenue Provision (Leases)	353	255	271
Interest on Balances etc	162	162	337
Total Expenditure	25,489	18,995	19,906
Less Finance Lease Adjustments	(353)	(255)	(271)
Less Interest Charged to HRA	(3,826)	(4,345)	(4,236)
Total Interest & Minimum Revenue Provision Payable	21,310	14,395	15,399
Income			
Interest Earned on Balances	(3,632)	(5,684)	(5,364)
Less Interest Payable to HRA	249	2,234	1,864
Total Interest Receivable	(3,383)	(3,450)	(3,500)
Net Expenditure/(Income)	17,927	10,945	11,899

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Housing Revenue Account

	2023/24		2024/25 £000s
	Original £000s	Revised £000s	
Expenditure			
Employees	207	207	207
Premises (excluding repairs)	787	815	794
Repairs	6,710	6,890	7,785
Supplies & services	141	141	150
Management Fee	7,192	7,192	7,678
Support Service & Management Costs	1,735	1,735	1,822
Provision for bad debts	455	455	455
Depreciation*	8,741	8,060	8,456
Interest & Debt Management Charges	3,851	4,372	4,263
Total Expenditure	29,819	29,867	31,610
Income			
Fees and charges	(360)	(351)	(411)
Dwelling Rents	(29,580)	(29,115)	(31,864)
Other Rents	(1,787)	(1,787)	(1,806)
Other	(20)	(20)	(20)
Interest	(249)	(2,234)	(1,861)
Recharged to Capital	(562)	(562)	(469)
Total Income	(32,558)	(34,069)	(36,431)
Net Operating Expenditure	(2,739)	(4,202)	(4,821)
Revenue Contribution to Capital Outlay	7,384	7,059	8,015
Appropriation to Earmarked Reserves	(4,645)	(2,857)	(3,194)
(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 2024/25 to 2028/29

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
By Portfolio						
Leader: SEND and Constitutional Affairs	4,476	2,331	2,306	1,150	1,150	11,413
Deputy Leader: Environment	1,439	148	-	-	-	1,587
Arts, Culture, Heritage and Leisure	4,252	2,500	-	-	-	6,752
Children's Services, Education and Learning	2,736	4,224	-	-	-	6,960
Community Safety and Public Protection	-	-	-	-	-	-
Economic Growth and Investment	24,025	125	125	-	-	24,275
Highways, Transport and Parking	15,527	5,588	4,000	-	-	25,115
Housing and Planning	17,752	10,945	7,291	800	3,177	39,965
Public Health and Adult Social Care	199	-	-	-	-	199
Regulatory Services	2,161	699	600	-	-	3,460
Total	72,567	26,560	14,322	1,950	4,327	119,726

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

Summary of Capital Expenditure 2024/25 to 2028/29

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
By Area of Investment						
General Fund Housing	800	800	800	800	3,177	6,377
Council Housing Refurbishment	6,924	6,832	6,491	-	-	20,247
Council Housing New Build Programme	6,670	3,263	-	-	-	9,933
Council Housing Acquisitions Programme	3,358	50	-	-	-	3,408
Social Care	199	-	-	-	-	199
Schools	2,736	4,224	-	-	-	6,960
Enterprise and Regeneration	925	125	125	-	-	1,175
Enterprise and Regeneration - funded by the Levelling Up Fund	22,100	-	-	-	-	22,100
Enterprise and Regeneration - delivered by Kent County Council	1,000	-	-	-	-	1,000
Southend Pier	4,241	2,500	-	-	-	6,741
Culture and Tourism	35	-	-	-	-	35
Highways and Infrastructure	14,320	5,588	4,000	-	-	23,908
Works to Property	2,497	699	600	-	-	3,796
Energy Saving	488	148	-	-	-	636
ICT	4,476	2,331	2,306	1,150	1,150	11,413
S106/S38/CIL	1,798	-	-	-	-	1,798
Total	72,567	26,560	14,322	1,950	4,327	119,726

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

Summary of Capital Expenditure 2024/25 to 2028/29

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Funded by						
Borrowing	20,775	9,569	7,031	1,150	1,150	39,675
Capital Grants	29,255	6,760	800	800	3,177	40,792
Third Party Contributions, including Planning	3,398	-	-	-	-	3,398
Revenue Contribution	832	-	-	-	-	832
GF Capital Receipts	1,355	86	-	-	-	1,441
General Fund	55,615	16,415	7,831	1,950	4,327	86,138
Capital Grants	865					865
Third Party Contributions	520	-	-	-	-	520
HRA - Revenue Contribution	5,570	2,007	-	-	-	7,577
HRA Capital Receipts	3,073	1,306	345	-	-	4,724
Major Repairs Reserve	6,924	6,832	6,146	-	-	19,902
Housing Revenue Account (HRA)	16,952	10,145	6,491	-	-	33,588
Total Funding	72,567	26,560	14,322	1,950	4,327	119,726

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

Summary of Capital Expenditure 2024/25 to 2028/29

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Priority Schemes Subject to Viable Business Case						
Technology Modernisation Programme	-	755	-	-	-	755
Southend Pier - Condition Works	-	1,250	1,250	-	-	2,500
Coastal Defence Refurbishment Programme	400	500	500	-	-	1,400
Schools - Condition Works (externally funded - indicative amount included)	500	500	500	-	-	1,500
Property Refurbishment Programme	-	750	750	-	-	1,500
Fire Improvement Works	-	750	750	-	-	1,500
Footways Improvements	3,000	4,000	4,000	4,000	4,000	19,000
Carriageways Improvements	-	1,500	1,500	1,500	1,500	6,000
Carriageways Improvements - Potholes	500	500	500	500	500	2,500
New Street Lighting - Column Replacement	50	50	50	50	50	250
Cliffs Stabilisation	100	400	-	-	-	500
Public Toilet Provision	350	350	-	-	-	700
HRA Right to Buy - Buybacks Refurbishment	325	325	325	-	-	975
HRA Affordable Housing Acquisitions Programme	1,500	1,500	1,500	-	-	4,500
Climate Change Provision	Will be profiled across the years as and when viable business case is agreed					1,350
Southend Highway Trees						150
Palace Theatre (Dixon Studio) - RAAC						-
Total Schemes Subject to Viable Business Cases (plus investment yet to be costed):						45,080

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

Summary of Capital Expenditure 2024/25 to 2028/29

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Other Schemes Subject to Viable Business Case						
Strategic and Regeneration Acquisitions	Will be profiled across the years as and when viable business cases are agreed					10,500
Local Growth Fund - A127 Growth Corridor						530
Acquisition of Tower Block Leaseholds - Queensway						1,535
Victoria Centre						1,250
Housing Infrastructure Funding						14,500
Total Schemes Subject to Viable Business Cases (plus investment yet to be costed):						28,315

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

Capital Investment Programme
Leader: SEND and Constitutional Affairs

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
ICT - Application Transformation	40	-	-	-	-	40
ICT - Childrens and Adults Social Care - Implementation of ContrOCC Modules	42	-	-	-	-	42
ICT - Core Application and Database Migration	115	-	-	-	-	115
ICT - Digital Enablement	40	-	-	-	-	40
ICT - Operational Requirements - Microsoft Licences	1,064	1,156	1,156	-	-	3,376
ICT - Security & Resiliency	25	-	-	-	-	25
ICT - Technology Device Refresh	835	-	-	-	-	835
My Southend Replacement	1,140	-	-	-	-	1,140
Software Licensing	1,175	1,175	1,150	1,150	1,150	5,800
Total ICT	4,476	2,331	2,306	1,150	1,150	11,413
Total Capital Investment Schemes	4,476	2,331	2,306	1,150	1,150	11,413

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

Capital Investment Programme Deputy Leader: Environment

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Playground Gates	35	-	-	-	-	35
Total Culture and Tourism	35	-	-	-	-	35
Air Quality Grant	30	-	-	-	-	30
Climate Change Projects	250	-	-	-	-	250
Local Electric Vehicle Infrastructure Funding	148	148	-	-	-	296
ULEV Taxi Infrastructure Scheme	60	-	-	-	-	60
Total Energy Saving	488	148	-	-	-	636
CIL Main Fund Allocation - Enhancing Children's Play Provision in Public Parks	750	-	-	-	-	750
S106 Ajax Works 03/00130/FUL - Landscaping Maintenance	2	-	-	-	-	2
S106 Lifstan Way 00/00273/OUT - Open Space Maintenance	62	-	-	-	-	62
S106 North Shoebury Road 03/01504/OUT - Shoebury Park Maintenance	102	-	-	-	-	102
Total S106/CIL	916	-	-	-	-	916
Total Capital Investment Schemes	1,439	148	-	-	-	1,587

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

Capital Investment Programme Arts, Culture, Heritage and Leisure

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Southend Pier - Condition Works Engineers	1,250	-	-	-	-	1,250
Southend Pier - Prince George Extension (Phase Two)	2,300	2,500	-	-	-	4,800
Southend Pier - Timber Outer Pier Head	691	-	-	-	-	691
Total Southend Pier	4,241	2,500	-	-	-	6,741
S106 23/04/2015 Hinguar and Saxon - Public Art Contribution	8	-	-	-	-	8
S106 Avenue Works 14/01968/AMDT - Public Art Contribution	2	-	-	-	-	2
S106 Former Balmoral 14/00914/FULM - Public Art Contribution	1	-	-	-	-	1
Total S106	11	-	-	-	-	11
Total Capital Investment Schemes	4,252	2,500	-	-	-	6,752

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

**Capital Investment Programme
Children's Services, Education and Learning**

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Childcare Expansion	224	-	-	-	-	224
Fairways Primary - Curtain Walling	95	-	-	-	-	95
High Needs Provision	2,417	4,224	-	-	-	6,641
Total Schools	2,736	4,224	-	-	-	6,960
Total Capital Investment Schemes	2,736	4,224	-	-	-	6,960

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

Capital Investment Programme Economic Growth and Investment

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Airport Business Park	575	125	125	-	-	825
Better Queensway - Programme Management	270	-	-	-	-	270
Queensway Footbridge	80	-	-	-	-	80
No Use Empty - Growing Places Fund	1,000	-	-	-	-	1,000
Total Enterprise and Regeneration	1,925	125	125	-	-	2,175
Cliffs Pavillion - Levelling Up Funding	6,956	-	-	-	-	6,956
Leigh Port Detailed Design and Construction	13,206	-	-	-	-	13,206
Marine Parade - Levelling Up Funding	1,938	-	-	-	-	1,938
Total Enterprise and Regeneration - Funded by the Levelling Up Fund	22,100	-	-	-	-	22,100
Total Capital Investment Schemes	24,025	125	125	-	-	24,275

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

Capital Investment Programme Highways, Transport and Parking

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Aviation Way Car Park	336	-	-	-	-	336
Total Works to Property	336	-	-	-	-	336
S106 22-23 The Leas 07/00820/FULM - Bus Service Contribution	21	-	-	-	-	21
CIL Main Fund Allocation - Enhancing Cycle Infrastructure	850	-	-	-	-	850
Total S106/CIL	871	-	-	-	-	871
Carriageways Improvements	3,000	1,500	1,500	-	-	6,000
Footways Improvements	3,500	2,500	2,500	-	-	8,500
Highways Maintenance - Potholes	992	-	-	-	-	992
DFT - Belton Way East Cliff Slip	1,514	-	-	-	-	1,514
Safer Roads Fund	1,587	1,588	-	-	-	3,175
LTP - Maintenance	595	-	-	-	-	595
LTP - Maintenance - Street Lighting	121	-	-	-	-	121
LTP (Integrated Transport Block) - Better Networks	629	-	-	-	-	629
LTP (Integrated Transport Block) - Better Sustainable Transport	870	-	-	-	-	870
LTP (Integrated Transport Block) - Bridge Strengthening	250	-	-	-	-	250
LTP (Integrated Transport Block) - Traffic Control Systems	263	-	-	-	-	263
LTP (Integrated Transport Block) - Traffic Management Schemes	600	-	-	-	-	600
A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	139	-	-	-	-	139
Southend Transport Model	260	-	-	-	-	260
Total Highways and Transport	14,320	5,588	4,000	-	-	23,908
Total Capital Investment Schemes	15,527	5,588	4,000	-	-	25,115

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

Capital Investment Programme Housing and Planning

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Disabled Facilities	800	800	800	800	3,177	6,377
Total General Fund Housing	800	800	800	800	3,177	6,377
Housing Construction Scheme - Modern Methods of Construction (MMC)	700	-	-	-	-	700
Housing Construction Scheme - Phase 3	4,586	1,879	-	-	-	6,465
Housing Construction Scheme - Phase 4	1,384	1,384	-	-	-	2,768
Total Council Housing New Build Programme	6,670	3,263	-	-	-	9,933
Next Steps Accommodation Programme	50	50	-	-	-	100
Passive House Pilot	926	-	-	-	-	926
Social Housing Decarbonisation Funding	2,382	-	-	-	-	2,382
Total Council Housing Acquisitions Programme	3,358	50	-	-	-	3,408
HRA Disabled Adaptations - Major Adaptions	650	503	-	-	-	1,153
Balmoral Estate Improvement and Structural Works	64	-	-	-	-	64
Bathroom Refurbishment	210	264	183	-	-	657
Central Heating	246	296	210	-	-	752
Common Areas Improvement	1,523	2,106	2,700	-	-	6,329
Environmental H&S Works	2,970	2,160	2,484	-	-	7,614
Kitchen Refurbishments	184	114	114	-	-	412
Remodelling of Tied Accommodation	302	216	345	-	-	863
Rewiring	443	208	275	-	-	926
Roofs	173	242	86	-	-	501
Windows and Doors	159	723	94	-	-	976
Total Council Housing Refurbishment	6,924	6,832	6,491	-	-	20,247
Total Capital Investment Schemes	17,752	10,945	7,291	800	3,177	39,965

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

Capital Investment Programme Public Health and Adult Social Care

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Community Capacity	29	-	-	-	-	29
Mental Health Funding steam only	31	-	-	-	-	31
Transforming Care Housing	139	-	-	-	-	139
Total Social Care	199	-	-	-	-	199
Total Capital Investment Schemes	199	-	-	-	-	199

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

Capital Investment Programme Regulatory Services

Scheme	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 and future years £000s	Total £000s
Avro/Viking House Demolition	200	-	-	-	-	200
Civic Campus - Efficient Use of Space	169	-	-	-	-	169
Fire Improvement Works	821	-	-	-	-	821
Priority Works	600	600	600	-	-	1,800
Property Refurbishment Programme	371	-	-	-	-	371
Seaways - Homes England Condition Funding	-	99	-	-	-	99
Total Works to Property	2,161	699	600	-	-	3,460
Total Capital Investment Schemes	2,161	699	600	-	-	3,460

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 City 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 City 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 City 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>
Support Service & Management Costs	The charges made by support units within the City Council to front line services. They include charges for directorate departmental support as well as central support services such as finance, legal, IT, human resources and property.
Depreciation etc	The revenue charges arising from capital assets held by the Council, mainly comprising depreciation. Certain non-value adding capital (Revenue Expenditure Funding from Capital Under Statute - REFCUS) is also charged here.
Government Grants	Specific grants received from Government.
Other Grants and Reimbursements	Grants and contributions towards a specific project received from bodies and partners other than Central Government.
Sales, Fees & Charges	Sales of goods and services. 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 ten Councillors, who each have the responsibility for different areas of the Council's work called 'Portfolios'.

Cabinet Members as at 1st April 2024 are listed below.

Portfolio	Cabinet Member	Substitute
Leader: SEND and Constitutional Affairs	Cllr Tony Cox	Cllr Meg Davidson
Deputy Leader: Environment	Cllr Meg Davidson	Cllr Tony Cox
Arts, Culture, Heritage and Leisure	Cllr Derek Jarvis	Cllr David Garston
Children's Services, Education and Learning	Cllr Helen Boyd	Cllr John Lamb
Community Safety and Public Protection	Cllr James Courtenay	Cllr Kevin Buck
Economic Growth and Investment	Cllr Colin Campbell	None
Highways, Transport and Parking	Cllr Kevin Buck	Cllr Daniel Nelson

Officers (as at 1 April 2024)

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