

Budget Book 2025/26

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Introduction

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 challenging operating environment combined with increasing and more complex local service demand, particularly for core statutory social care service requirements for our most vulnerable children, adults and families across our city. The new Government has committed to undertake a Comprehensive Spending Review for the period 2026/27 – 2028/29 but until that has been completed uncertainty remains over future levels of grant support from the Government, potential funding reform and national policy changes.

The current national operating environment, particularly for upper tier local authorities, continues to be financially challenging with numerous Councils having announced or given warnings of financial distress over the last 2 years. Regular updates have been provided to Cabinet in each of Southend-on-Sea's financial performance reports for the periods to the end of July 2024 and September 2024. The latest position as at November 2024 was considered by Cabinet at its meeting on 13 January 2025.

The unprecedented levels of additional demand and huge increases in costs of maintaining statutory service provision over the last few years, particularly for support and intervention for vulnerable children and adults has been at such a pace that discretionary universal services have been continually squeezed and, in some areas, have been forced to be reduced to ensure these local authorities remain financially viable. The operating environment, unavoidable cost pressures and complexity of local service demand for local government all remain particularly challenging.

Within this context, local authorities continue to face 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 affordability and future sustainability concerns. Most 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 2025/26 was published on 3 February 2025 and included final allocations for Employers National Insurance Contributions Grant and a small increase to the Children's Social Care Prevention Grant.

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 2025/26 is less than what is required just to keep up with the levels of increases to the National Living Wage and inflation experienced in 2024/25, 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 2025/26 but £6 million of this was assumed to be raised by increasing local Council Tax by 4.99%. £1.4 million of the extra income is from the new Employer National Insurance Contributions Grant; this has been introduced to compensate for the increased costs of Employers National Insurance Contributions which will rise from 13.8% to 15% in April 2025. Whilst estimates show this grant is sufficient for the Council's direct employee costs it does not address the impact on supplier and contractor costs.

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 deliver our agreed vision for our 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 and agree 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 Directorate. 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 £7.799 million (4.7%) of support to our net budget of £165.059 million. Most of the Council's funding is derived from Council Tax £109.472 million (66.3%) and our retained share of business rates plus top-up grant £46.388 million (28.1%). The final budget for 2025/26 that was approved by Council on 20 February 2025 agreed the following:

- A General Fund revenue budget of £165.059 million.
- Revenue budget investment totalling £25.050 million.
- Revenue budget savings and income generation initiatives totalling £5.273 million.
- A 4.99% increase in the Council Tax level for 2025/26, being a 2.99% general rise and a 2.0% rise on the Adult Social Care precept.
- The 2025/26 revenue budget has been prepared based on using £1.400 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 2025/26 to 2029/30 of £158.4 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 £27.2 million for the period 2026/27 to 2029/30.

The full detail of the integrated revenue and capital budget for 2025/26 is set out in the following pages.

Summary of General Fund Revenue Estimates

	Revised Budget 2024/25 £000s	Probable Outturn 2024/25 £000s	Original Budget 2025/26 £000s
Portfolios			
Leader: Infrastructure and Corporate Strategy	7,600	7,438	7,910
Deputy Leader: Planning, Housing and the Local Plan	1,631	2,817	1,851
Children, Young People and SEND	48,685	55,017	47,205
Climate, Environment and Waste	19,552	19,952	23,763
Community Safety	10,484	10,232	10,844
Culture, Tourism and Business	7,128	7,154	7,248
Finance, Assets and Investments	10,391	10,328	10,511
Regeneration and Major Projects	5,054	5,241	5,088
Social Care and Healthier Communities	55,264	56,160	59,077
Portfolio Net Expenditure	165,789	174,339	173,497
Levies	840	917	865
Contingency	(1,243)	(3,103)	4,929
Financing Costs	12,384	11,214	12,257
Total Net Expenditure	177,770	183,367	191,548
Contribution to / (from) Earmarked Reserves	(3,857)	(3,857)	1,291
Revenue Contribution to Capital	832	832	288
Non-Service Specific Grants	(18,472)	(18,585)	(28,068)
Total Budget Requirement	156,273	161,757	165,059
Met from:			
Revenue Support Grant	(7,590)	(7,590)	(7,799)
Business Rates	(44,187)	(44,987)	(46,388)
Collection Fund Surplus	(1,000)	(1,000)	(1,400)
Council Tax Requirement	103,496	108,180	109,472
Council Tax	(88,507)	(88,507)	(92,286)
Adult Social Care Precept	(14,989)	(14,989)	(17,186)
	(103,496)	(103,496)	(109,472)

The revised budget and probable outturn are as reported to Cabinet on 14 January 2025. 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

	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Expenditure			
Employees	97,636	94,851	102,222
Premises	13,499	14,612	11,138
Transport	5,433	5,859	1,276
Supplies & Services	52,823	55,132	59,183
Third Party Payments	130,774	141,082	155,181
Transfer Payments	84,256	84,207	85,055
Special Items	200	175	200
Capital Finance Charges	12,384	11,214	12,257
Expenditure Total	397,005	407,132	426,512
Income			
Government Grants	(193,981)	(194,732)	(216,428)
Other Grants & Reimbursements	(25,434)	(26,026)	(24,219)
Council Tax	(103,496)	(103,496)	(109,472)
Business Ratepayers	(19,495)	(19,495)	(20,122)
Sales, Fees & Charges	(42,108)	(45,648)	(47,722)
Rents	(6,486)	(7,075)	(6,748)
Recharges to Housing Revenue Account	(1,720)	(1,713)	(1,720)
Other Internal Charges	(260)	(239)	(260)
Income Total	(392,980)	(398,424)	(426,691)
Net Expenditure/(Income)	4,025	8,708	(179)
Contribution to / (from) earmarked reserves etc	(3,857)	(3,857)	1,291
Revenue Contributions to Capital	832	832	288
Contribution to / (from) collection fund surplus	(1,000)	(1,000)	(1,400)
Net Budget / Outturn	0	4,683	0

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

Objective Summary: All Portfolios

	2024/25						2025/26		
	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: Infrastructure and Corporate Strategy	22,884	(15,283)	7,600	22,868	(15,430)	7,438	22,839	(14,928)	7,910
Deputy Leader: Planning, Housing and the Local Plan	6,096	(4,465)	1,631	6,964	(4,148)	2,817	7,116	(5,265)	1,851
Children, Young People and SEND	122,484	(73,798)	48,685	129,162	(74,144)	55,017	130,673	(83,468)	47,205
Climate, Environment and Waste	24,161	(4,610)	19,552	23,952	(4,000)	19,952	30,266	(6,503)	23,763
Community Safety	14,104	(3,620)	10,484	13,873	(3,640)	10,232	14,750	(3,905)	10,844
Culture, Tourism and Business	11,021	(3,894)	7,128	11,182	(4,028)	7,154	11,316	(4,068)	7,248
Finance, Assets and Investments	77,768	(67,377)	10,391	78,759	(68,430)	10,328	78,518	(68,007)	10,511
Regeneration and Major Projects	7,088	(2,035)	5,054	7,062	(1,821)	5,241	6,964	(1,875)	5,088
Social Care and Healthier Communities	99,356	(44,092)	55,264	104,355	(48,195)	56,160	106,028	(46,951)	59,077
Grand Total	384,962	(219,174)	165,788	398,176	(223,836)	174,339	408,468	(234,971)	173,497

Additional Investments and Unavoidable Cost Pressures

Reference	Justification	2025/26 Total £000
Non-Portfolio and Cross-Organisational Investment and Pressures		
01-COP	<p>Staffing Establishment Costs 2025/26</p> <p>£1.2 million is required for the government's increase to Employers National Insurance Contributions, as announced in the Autumn Budget Statement. Expected to be fully reimbursed by the government.</p> <p>£2.675 million has been provided for a pay award of up to 2.5% and the impact of officers moving through their contractual scale point increments. The actual pay award is not yet known and could result in either a budget surplus or pressure, this estimate is based on the best information currently available. [X-Council: EDFR]</p>	3,875
02-COP	<p>Income Budget Rightsizing</p> <p>Realignment of demand led income budgets across the Council so that income targets are set at a more realistic and achievable level of delivery for the following services. [X-Council: EDFR]</p> <ul style="list-style-type: none"> > Parking Management £260K > Culture and Tourism £183K > Highways and Transport £170K > Regulatory licensing £150K > Land Charges £ 96K > Facilities Hire £ 80K > Education Services £ 33K > Other Services £ 28K 	1,000
03-COP	<p>Vacancy Factor</p> <p>The 2024/25 budget introduced a departmental vacancy factor across the organisation. The majority of local authorities budget on the basis that they will continually have some staff turnover throughout each financial year. A saving is delivered for the period when a role is vacant prior to a new appointment starting. The Council has around 1,800 roles and will always have some roles vacant and out to recruitment. Experience through 2024/25 has shown that the vacancy factor percentage and subsequent savings target has been set too high. This investment will reduce the vacancy saving to around £1.2M, or a vacancy factor of around 2% of the budget for permanent staff [X-Council: EDFR]</p>	815

Reference	Justification	2025/26 Total £000
04-COP	Energy Inflation Costs 2025/26 This amount will be allocated to our Corporate Contingency budget for 2025/26 to potentially fund increases in energy costs as a result of inflation clauses. [X-Council: EDFR]	600
05-COP	Investment, income and financing alignment This reflects all the planned changes to the Capital Programme and accounting requirements in accordance with the range of accountancy codes. The base budget will be set at the estimated right level as part of the medium term financial planning view. [X-Council: EDFR]	460
06-COP	Contractual Inflation (Not Energy Related) This amount will be allocated to our Corporate Contingency budget initially and drawn upon by services throughout 2025/26 to fund increases in contractual costs as a result of inflation clauses. Services will be expected to try to manage their 3rd Party contracts as cash limited budgets at 2024/25 levels wherever possible. [X-Council: EDFR]	400
07-COP	Civic Pride Investment for a range of events/schemes to boost civic pride. [EDAC] <ul style="list-style-type: none"> > City Jam annual event £90K. > An annual Southend City Day on 1 March 2025 (or nearest Saturday in future years) £80K. > Promote volunteering through community outreach, partnerships and sponsored rewards £10K. > Community projects and events celebrating Southend's rich arts, culture and heritage £5K. 	185
08-COP	Levies Essex County Council have notified the Council that the Coroners Court Levy in 2025/26 will increase by 3%, equivalent to £18,000. Notification of Environment Agency and Kent & Essex Fisheries levies has not been received at this time but an estimate of £7,000 has been provided to cover the expected inflationary increases in these levies. [EDFR]	25
Cross-Organisational Pressures Total		7,360

Reference	Justification	2025/26 Total £000
Investment and Pressures Specific to Portfolio Services		
Leader: Infrastructure and Corporate Strategy		
01-L	Parking Enforcement Contract A new contract for Parking Enforcement & Operations will commence on 1st February 2025. The current budget for the parking enforcement contract is £1.45m and has only been increased in 2023/24 for inflation and 2024/25 for the approved budget increase in the number of Civil Enforcement Officers. Other than these increases the budget has remained largely the same since the award of the incumbent contract in 2016. However, over the lifespan of the contract, there have been increases in service requirements (such as additional Civil Enforcement Officers, new equipment, and extended operational hours), resulting in rising expenditure. New contract arrangements present an opportunity to ensure that the budget is aligned appropriately with the true cost of contract provision. A reflective budget will invariably ensure the ability to sustain and manage non-compliant behaviours and to optimise the level of parking revenue generated. [EDEP]	800
02-L	Highways Maintenance Additional revenue budget is being allocated for maintenance (including potholes) to relieve the pressure on the capital LTP grant which will allow those funds to be focussed on more long-term benefits, achieving greater value for money. This includes £25K which has been earmarked for Disabled parking bays line marking. [EDEP]	250
Leader: Corporate Matters and Performance Delivery Total		1,050
Deputy Leader: Planning, Housing and the Local Plan		
01-DL	Temporary Accommodation Temporary accommodation costs budget required due to a 100% increase in the number of people presenting as homeless or at risk of homelessness since 2018/19. [EDEP]	250
Deputy Leader: Planning, Housing and the Local Plan Total		250

Reference	Justification	2025/26 Total £000
Climate, Environment and Waste		
01-CEW	Waste Contract The contract has now been awarded, and this is the value of investment required in the annual budget to meet the agreed cost of the new contract which commences on 1st April 2025. [EDEP]	4,400
Climate, Environment and Waste Total		4,400
Community Safety		
01-COSAFE	Public Toilets The contract has now been awarded to South Essex Property Services (SEPS), and this is the value of investment required in the budget to meet the agreed cost. SEPS are a subsidiary of South Essex Homes, which is wholly owned by the Council. [EDFR]	400
02-COSAFE	Interpretation and Translation The demand for interpretation and translation services to support residents accessing council services is currently higher than the assigned budget for this service. The majority of the spend is on live face to face or video interpreters for Children's social care, where there is limited opportunity to find more cost-effective solutions. [EDSC]	35
Community Safety Total		435
Culture, Tourism and Business		
01-CTB	Events Dedicated budget to enable multiple city wide and Pier focussed events as well as funding towards key partner events for the city. [EDAC]	100
02-CTB	Pier Nighttime Security This investment is required to pay for night security at the Pier to safeguard the site when it is closed. [EDAC]	85
Culture, Tourism and Business Total		185

Reference	Justification	2025/26 Total £000
Children, Young People and SEND		
01-CYPS	Children's Social Care: Placements Pressure Increase budget to the benchmarking average of the 2024/25 Children Social Care – Looked after Children services budget (including placements), when compared to statistical neighbouring boroughs. This includes the permanent investment of the 2024/25 Social Care Grant increase into Children's placements. [EDCPH]	3,250
02-CYPS	Children's Transport Increase budget to offset the pressures in home to school transport due to an increase in Education Health and Care and Children's Social Care transport to take children the Council cares for to family time with their family members. [EDCPH]	800
03-CYPS	Children's Social Care: Residential Permanent investment into the operation of SCC's purchased children's home and children's care home fees, overspend reductions for these were included in the 2024/25 budget package (OSR-09 and OSR-10) but these are not considered achievable. [EDCPH]	450
04-CYPS	Children's External Care Placements Four additional permanent officers to support the Council with both the brokerage and contract management of Children's External Care placements. As reported throughout 2024/25, cost pressures are significant in Children's External Residential care placements and demand for placements continues to be high, this investment is intended to support capacity within the brokerage and contract management and help deliver cost pressure savings in both residential care and supported accommodation. [EDCPH]	225
Children, Young People and SEND Total		4,725

Reference	Justification	2025/26 Total £000
Finance, Assets and Investments		
01-FAI	Concessionary Fares The local ambition is to encourage more people to use sustainable transport (cycling & walking) as well as public transport. The budget for 2025/26 has been restated to reflect the current upward trend in the estimated number of journeys. [EDEP]	550
02-FAI	Financial Services Local Government has seen an ever increasing financial challenge and complexity to the financial advice that is needed for the Council. This investment will be used to strengthen the resilience and capability of the Finance team by adding another finance business partner to the team. Benchmarking indicates that the overall cost of Financial Services for the Council remains below the average level for unitary authorities. [EDFR]	90
03-FAI	Counter Fraud To maintain and enhance a robust and proportionate response to dealing with instances of fraud locally an additional investigator is required. Fraud is a significant risk across the local government sector and the Council is committed to continuing the good performance provided to date. [EDFR]	55
04-FAI	Energy Team Create a permanent role within the property team focussed on delivering energy efficiency and cost savings, using monitoring and reporting of energy consumption and carbon emissions to help the Council track progress and make informed decisions across its estate. [EDFR]	50
Finance, Assets and Investments Total		745

Reference	Justification	2025/26 Total £000
Regeneration and Major Projects		
01-RMP	Legal Services Current capacity in Legal Services is not sufficient to manage increasing demand particularly for Social Care cases. Additional permanent investment is required to meet this statutory requirement, improving the case management system to streamline processes and bedding in the restructure implemented in 2024/25 to avoid relying on more expensive external support. [EDSC]	150
Regeneration and Major Projects Total		150
Social Care and Healthier Communities		
01-SCHC	ASC Provider Inflationary Uplift: National Living Wage and National Insurance Contributions Annual uplift negotiations linked to living wage inflation and potential impact of new NI contributions on the adult social care market. [EDAC]	3,500
02-SCHC	ASC Demographic Demand: Transitions, Older People and Working Age Adults Every year the number of people eligible for adult social care increases. This increase is made up of people receiving services as children who turn 18 and are eligible for adult social care (transitions), adults of working age and older people who become newly eligible for support through a change in personal circumstances, and people whose needs increase as a result of increased frailty or complexity. This amount is calculated from known costs for children turning 18, and a set of assumptions about population change for older people and adults of working age. [EDAC]	1,450
03-SCHC	Adults Structural Deficit Considerations Alignment of the 2025/26 budget with pressures that have been recognised and reported during 2024/25. Areas addressed are assessments related to mental health capacity of service users and inflated costs of care packages. This includes the permanent investment of the 2024/25 Social Care Grant increase into Adults Social Care. [EDAC]	800
Social Care and Healthier Communities Total		5,750
Total Investments and Pressures Specific to Portfolio Services		17,690

Reference	Justification	2025/26 Total £000
	Cross-Organisational Pressures	7,360
	Leader: Infrastructure and Corporate Strategy	1,050
	Deputy Leader: Planning, Housing and the Local Plan	250
	Climate, Environment and Waste	4,400
	Community Safety	435
	Culture, Tourism and Business	185
	Children, Young People and SEND	4,725
	Finance, Assets and Investments	745
	Regeneration and Major Projects	150
	Social Care and Healthier Communities	5,750
	Additional Investments and Unavoidable Cost Pressures Total	25,050

Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	Financial Impact		
		2025/26 £000	2026/27 £000	2027/28 £000
Corporate Initiatives				
COI-01	<p>Transformation Programme Delivery of the council’s Transformation Programme focussed on modern council services that enable improved outcomes for residents. The following projects are expected to be progressed in 2025/26, subject to viable business cases.</p> <p>Service Transformation</p> <ul style="list-style-type: none">> One Council - systematic service redesign> Commissioning and Contract Management> Social Care demand management <p>Foundation Projects</p> <ul style="list-style-type: none">> Future estate> Data transformation> Workforce> My Southend> Business World <p>The first business case is due in February 2025. [X-Council: EDSC]</p>	(500)	(500)	(500)
Corporate Initiatives Total		(500)	(500)	(500)

Reference	Detail of Proposal	Financial Impact		
		2025/26 £000	2026/27 £000	2027/28 £000
Efficiency and Productivity				
EAP-01	Estate Efficiencies Ensuring that buildings and spaces are used to their full potential, including consolidating services into fewer buildings, leasing or selling surplus properties to generate income that can be reinvested into council services and reducing operational costs through energy efficiency measures. [EDFR]	(100)	(100)	(100)
Efficiency and Productivity Total		(100)	(100)	(100)
Organisational Redesign				
ORE-01	Voluntary Redundancy Voluntary redundancy programme as part of Organisational Redesign. [X-Council: EDSC]	(485)	(485)	(485)
ORE-02	Strategy and Change Management Structure Restructure senior management under the Executive Director for Strategy & Change to align with Organisation Design Principles and service requirements. [EDSC]	(355)	(355)	(355)
ORE-03	Property and Asset Management Staffing Restructure The combining of the Property and Asset Management teams will deliver staff savings in the current establishment. [EDFR]	(100)	(100)	(100)
Organisational Redesign Total		(940)	(940)	(940)

Reference	Detail of Proposal	Financial Impact		
		2025/26 £000	2026/27 £000	2027/28 £000
Service Offer Changes				
SOC-01	Connected Southend Transformation: Prevention and Independence Transformation of service model and implementation of connected Southend. > Quicker and more preventative approach to providing support and care for local citizens. > Improved contact centre and prevention service to deliver better information, advice and signposting to reduce the volume of referrals through to secondary and tertiary social care teams. > Better use of one-off direct payments to enable short-term preventative interventions. [EDAC]	(250)	(250)	(250)
SOC-02	Connected Southend Transformation: Focused care package review Planned review of all packages of care. The total value of care packages is circa £75M for 3500 clients, with a proposal to reduce the overall cost by 0.5%, following reviews of packages to ensure they continue to be appropriate to meet wellbeing needs and link to statutory eligibility and maximise the preventative and reablement offer. [EDAC]	(350)	(350)	(350)
SOC-03	Southend Care Limited Transformation Restructure and remodelling to support new services in line with Connected Southend. [EDAC]	(150)	(150)	(150)
Service Offer Changes Total		(750)	(750)	(750)

Reference	Detail of Proposal	Financial Impact		
		2025/26 £000	2026/27 £000	2027/28 £000
Third Party Payments / Contractual Arrangements				
TPP-01	Community Sector Discretionary Grants A full review of all Voluntary spend by the council and NHS to ensure no double payment and a clearer defined set of outcomes to fully evaluate council spend in the sector. To then look at active reduction in grant focused spend. [EDAC]	(100)	(100)	(100)
TPP-02	Market contract and inflation negotiation As part of contract price negotiation aligned to graded inflation offer ensure open book exercises for high-cost contract requests are efficient and cost effective. [EDAC]	(100)	(100)	(100)
TPP-03	Essex County Council (ECC) Transferred Debt Reduction in the amount we are required to reimburse ECC for the debt costs (interest and provision for repayment) on the remaining balance of the transferred debt. [EDFR]	(50)	(50)	(50)
Third Party Payments / Contractual Arrangements Total		(250)	(250)	(250)

Reference	Detail of Proposal	Financial Impact		
		2025/26 £000	2026/27 £000	2027/28 £000
Income Generation Capability				
IGC-01	Increased Fees and Charges Yield Medium Term Financial Plan (MTFP) assumed increase in yield from fees and charges. [X-Council]	(500)	(1,000)	(1,500)
IGC-02	Investment Income Increased revenue from higher interest rates and balances. [EDFR]	(250)	(250)	(250)
IGC-03	Rental and Lease Income Increased yield from new sources and renewals. [EDFR]	(100)	(100)	(100)
IGC-04	Court of Protection Additional administration fees set by statute and deferred payment fees (increase in volume of clients). [EDFR]	(100)	(100)	(100)
IGC-05	Community Safety Castle Point Service Level Agreement to support Community Safety services with SCC staff. [EDEP]	(50)	(50)	(50)
IGC-06	Pier Admission Charging Review all Pier admission charges and reshape pricing structure with small over inflation charge. Develop new reduced cost annual pass. [EDAC]	(30)	(30)	(30)
IGC-07	Passenger Transport Office and Fleet Relocate from third party contract into SCC land/assets. Part year effect of £20K in 2025/26, from January 2026. [EDFR]	(20)	(90)	(90)
Income Generation Capability Total		(1,050)	(1,620)	(2,120)
Total 2025/26 Budget Saving / Income Generation Proposals		(3,590)	(4,160)	(4,660)

Reference	Detail of Proposal	Financial Impact		
		2025/26 £000	2026/27 £000	2027/28 £000
Agreed Savings from Prior Years - figures are as per February 2024 Council				
COI-05 (2425)	Redesign the 'Front Door' to the Council Optimise digital channels and streamline contact points to improve the response to residents and align resources to the most complex interactions, this is the second year of savings with £300k delivered in 2024/25 taking the total savings for this project to £600k. [X-Council: EDSC]	(300)	(300)	(300)
IGC-10 (2425)	Electric Vehicle (EV) Charging Opportunities (Deferred) Install EV charging points and receive commission on charging. [EDEP]	-	(100)	(100)
COI-01 (2324)	Employer Pension contribution levels - actuarial review The Council took proactive action in 2019 to increase contributions and together with strong investment performance from Essex Pension Fund, we are now in the position to reduce contributions for the next 3 years. Primary rate for 2023/24 to 2025/26 will be 21.3%, with a secondary rate for 2023/24 and 2024/25 of -1.3% and -0.7%, respectively. This is the second year impact and reduces the saving from the £1,500,000 in 2023/24 to £1,250,000 in 2024/25, this is due to the 0.6% change in the secondary rate outlined above. [X-Council: EDFR]	250	250	250
EAP-06 (2324)	System for management of sickness absence (Deferred) This saving is dependent on enhancements being delivered by the Business World project. Delays in delivery mean the saving in 2024/25 has not been achieved, this line reprofiles the saving across the new timeline for the project. [EDSC]	(65)	(65)	(65)

Reference	Detail of Proposal	Financial Impact		
		2025/26 £000	2026/27 £000	2027/28 £000
IGC-14 (2324)	Registration Service This proposal encompasses a combination of income generating opportunities and some cost saving measures which will put the service on a more commercial footing. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report. [EDSC]	(15)	(15)	(15)
IGC-16 (2324)	Long Term Empty Premium/Second Home Premiums (Deferred) This was presented in the 2023/24 budget as being achievable from 2024/25 onwards but will now not be achievable until 2025/26 so the saving has been deferred. The delay is due to the legislative process outside of the Council's control. [EDFR]	(1,000)	(1,000)	(1,000)
IGC-18 (2324)	Review allotment rents from 2024/25 (Deferred) This was presented in the 2023/24 budget as being achievable from 2024/25 onwards but will now not be achievable until 2025/26 so the saving has been deferred. [EDEP]	(25)	(25)	(25)
SW27-SP (2223)	Adult Social Care Client Contributions Expected increase in client contributions which is directly related to the rise in cost of delivery. [EDAC]	(528)	(1,066)	(1,066)
Agreed Savings from Prior Years Total <i>Figures are as per February 2024 Council</i>		(1,683)	(2,321)	(2,321)
Grand Total 2025/26 Budget Savings / Income Generation <i>plus Agreed Savings from Prior Years</i>		(5,273)	(6,481)	(6,981)

Basic Amounts Of Council Tax

	2024/25 Revised £	2025/26 £
Budget Requirement		
Southend-on-Sea City Council element	158,940,441	165,059,450
Leigh-on-Sea Town Council element	466,656	484,790
	159,407,097	165,544,240
Retained Business Rates	(46,855,000)	(46,388,000)
Revenue Support Grant	(7,590,000)	(7,799,000)
Use of Reserves	0	0
Council Tax Surplus - Southend-on-Sea Borough Council element	(1,000,000)	(1,400,000)
Demand on Collection Fund	103,962,097	109,957,240
Council Tax Base	60,409.19	60,860.63
Council Tax Base - Leigh-on-Sea Town Council	9,017.50	9,104.04
Southend-on-Sea Borough Council Basic Amount of Band D Council Tax <i>(average across the Borough including Leigh-on-Sea)</i>	1,720.96	1,806.71
Southend-on-Sea Borough Council - Tax Band D	1,713.24	1,798.74
Leigh-on-Sea Town Council - Tax Band D	51.75	53.25
Precepts		
Essex Police & Crime Commissioner	14,886,033	15,846,282
Essex Fire Authority	4,991,007	5,329,565
Essex Police & Crime Commissioner - Tax Band D	246.12	260.37
Essex Fire Authority - Tax Band D	82.62	87.57
Total Council Tax Band D		
Leigh-on-Sea Town Council	2,094.03	2,199.93
All other parts of the Borough	2,042.28	2,146.68

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

Council Tax Bands 2025/26

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	1,010.90	188.26	1,199.16	173.58	58.38	1,431.12	35.50	1,466.62
B	£40,000 to £52,000	1,179.38	219.64	1,399.02	202.51	68.11	1,669.64	41.42	1,711.06
C	£52,000 to £68,000	1,347.87	251.01	1,598.88	231.44	77.84	1,908.16	47.33	1,955.49
D	£68,000 to £88,000	1,516.35	282.39	1,798.74	260.37	87.57	2,146.68	53.25	2,199.93
E	£88,000 to £120,000	1,853.32	345.14	2,198.46	318.23	107.03	2,623.72	65.08	2,688.80
F	£120,000 to £160,000	2,190.28	407.90	2,598.18	376.09	126.49	3,100.76	76.92	3,177.68
G	£160,000 to £320,000	2,527.25	470.65	2,997.90	433.95	145.95	3,577.80	88.75	3,666.55
H	£320,000 plus	3,032.70	564.78	3,597.48	520.74	175.14	4,293.36	106.50	4,399.86

Collection Fund Estimate

	Estimate 2024/25 £000s	Estimate 2025/26 £000s
Income		
Council Tax	123,839	131,133
Non Domestic Rates collectable	95,622	94,670
Income Total	219,461	225,803
Expenditure		
<i>Precepts</i>		
Southend-on-Sea City Council	103,495	109,472
Essex Police & Crime Commissioner	14,886	15,846
Essex Fire Authority	4,991	5,330
Leigh Town Council	467	485
<i>Precepts Sub-total</i>	123,839	131,133
<i>Business Rates</i>		
Payable to Central Government	47,811	47,335
Retained by Southend-on-Sea	46,855	46,388
Passed to Essex Fire Authority	956	947
<i>Business Rates Sub-total</i>	95,622	94,670
Expenditure Total	219,461	225,803

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 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1 st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1 st April 2026 £000s
General Reserve	10,000	1,000	11,000	0	11,000
HRA General Reserve	3,502	0	3,502	0	3,502
Earmarked Reserves	108,697	(376)	108,321	7,214	115,535
Total Available Reserves	122,199	624	122,823	7,214	130,037

Breakdown of Earmarked Reserves	Balance at 1 st April 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1 st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1 st April 2026 £000s
Capital Reserves					
Capital Reserve	12,195	2,453	14,648	(288)	14,360
Interest Equalisation Reserve	5,575	0	5,575	0	5,575
MRP Equalisation Reserve	3,144	(312)	2,832	0	2,832
Capital Reserves Sub-total	20,914	2,141	23,055	(288)	22,767

Breakdown of Earmarked Reserves	Balance at 1st April 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1st April 2026 £000s
Corporate Reserves					
Business Rates Retention Reserve	1,088	0	1,088	0	1,088
Business Transformation Reserve	2,370	(937)	1,433	3,397	4,830
Business World ERP Reserve	1,432	(275)	1,157	(306)	851
Climate Change & Green Initiatives	380	0	380	0	380
Cost of Living	775	0	775	0	775
New Homes Bonus	1,906	26	1,932	4	1,936
Pension Reserve	6,000	(203)	5,797	0	5,797
Rental Equalisation	850	0	850	0	850
Service Redesign Reserve	263	578	841	0	841
Technology Transition & Systems Modernisation	1,096	483	1,579	(329)	1,250
Transformation Implementation Reserve	985	(145)	840	(151)	689
Corporate Reserves Sub-total	17,145	(473)	16,672	2,615	19,287
Insurance	5,422	0	5,422	0	5,422

Breakdown of Earmarked Reserves	Balance at 1st April 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1st April 2026 £000s
Service Reserves					
Adult Social Care Reserve	2,500	(1,000)	1,500	0	1,500
Children's Social Care Reserve	2,150	(1,275)	875	0	875
Development Control Reserve	(15)	15	0	0	0
Domestic Abuse Reserve	296	0	296	0	296
Economic Inclusion	35	0	35	0	35
Elections Reserve	0	100	100	108	208
Internal Audit Reserve	393	0	393	0	393
Local Land Charges Reserve	100	0	100	0	100
Regulatory Licensing Reserve	387	(207)	180	0	180
Shared Lives - Delayed Respite	117	0	117	0	117
Selective Licensing Reserve	1,486	0	1,486	(261)	1,225
Supporting People Reserve	749	0	749	0	749
Waste Management Reserve	1,475	(600)	875	0	875
Welfare Reform Reserve	248	0	248	0	248
Service Reserves Sub-total	9,921	(2,967)	6,954	(153)	6,801

Breakdown of Earmarked Reserves	Balance at 1st April 2024 £000s	Movements 2024/25 £000s	Estimated Balance at 1st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1st April 2026 £000s
Grant Reserves					
Air Quality Reserve	164	(30)	134	0	134
Area Child Protection	32	0	32	0	32
Business Rates Section 31 Grant	550	0	550	0	550
COVID-19 Reserve	434	0	434	0	434
Dedicated Schools Grant	11,649	(3,852)	7,797	(511)	7,286
Enhanced Bus Partnership Capacity Grant	98	(74)	24	0	24
General Grants Carried Forward	6,252	(264)	5,988	(317)	5,671
Holiday Activity and Healthy Food Grant	5	0	5	0	5
Levelling Up Fund	168	0	168	0	168
Public Health Grant - Public Health	1,657	(200)	1,457	(56)	1,401
Grant Reserves Sub-total	21,009	(4,420)	16,589	(884)	15,705
Monies Held in Trust	53	0	53	0	53
General Fund Total	74,464	(5,719)	68,745	1,290	70,035
HRA Reserves					
Capital Investment	24,884	2,118	27,002	2,397	29,399
Major Repairs	8,529	3,165	11,694	3,467	15,161
Repair Contract Pensions	820	60	880	60	940
HRA Total	34,233	5,343	39,576	5,924	45,500
Earmarked Reserves Total	108,697	(376)	108,321	7,214	115,535

Medium Term Financial Forecast

2025/26 to 2029/30

	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s
Base Budget					
From prior year	158,940	165,059	177,806	189,686	200,954
<i>LESS</i>					
Appropriations (to) / from reserves in prior year	(6,915)	(1,290)	3,043	(1,464)	(1,464)
Revenue Contributions to Capital in prior year	(47)	(288)	0	0	0
Other one-off (expenditure) / savings in prior year	(1,816)	(2,041)	(3,007)	1,500	1,500
Adjusted Base Budget	150,162	161,440	177,842	189,722	200,990
Appropriations to / (from) reserves	1,290	(3,043)	1,464	1,464	(2,892)
Revenue Contributions to Capital (Funded from Earmarked Reserves)	288	0	0	0	0
Other one-off / time limited expenditure bids	2,041	3,007	(1,500)	(1,500)	3,000
Inflation and other increases	14,435	8,535	8,100	7,700	7,800
Capital Programme Costs	210	930	830	670	400
Corporate Cost Pressures	(55)	84	58	16	51
Directorate (Savings) / Pressures					
Ongoing Executive Directorate investment	10,155	4,600	4,000	4,000	4,000
Budget reductions proposed	(4,273)	(1,258)	(1,108)	(1,118)	(1,180)
Net Directorate (Savings) / Pressures	5,882	3,342	2,892	2,882	2,820
Better Care Fund					
Funding to Support Social Care and benefit Health	(17,921)	(17,921)	(17,921)	(17,921)	(17,921)
Expenditure relating to the BCF and IBCF	17,921	17,921	17,921	17,921	17,921
Net Better Care Fund	0	0	0	0	0

	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s
Public Health					
Projected Grant Income	(11,104)	(11,104)	(11,104)	(11,104)	(11,104)
Projected Expenditure	11,104	11,104	11,104	11,104	11,104
Net Public Health	0	0	0	0	0
Housing Revenue Account					
Projected Expenditure	40,122	39,183	35,073	35,874	36,644
Projected Income	(37,665)	(37,888)	(38,876)	(40,177)	(41,535)
Contributions to / (from) HRA Earmarked Reserves	(2,457)	(1,295)	3,803	4,303	4,891
Net Housing Revenue Account	0	0	0	0	0
Dedicated Schools Grant					
Projected Grant Income	(75,635)	(75,635)	(75,635)	(75,635)	(75,635)
Projected Expenditure	75,635	75,635	75,635	75,635	75,635
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	174,253	174,295	189,686	200,954	212,169
Changes in General Grants	(9,194)	3,511	0	0	0
Budget Requirement	165,059	177,806	189,686	200,954	212,169

	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s
Funded By					
Council tax increase (2.99% in 2025/26, 1.99% p.a. thereafter) (taxbase +0.75% 2024/25 and +0.5% p.a future years)	(92,286)	(96,034)	(99,916)	(103,935)	(108,098)
Social Care Precept (2.0% in 2025/26, 0% onwards)	(17,186)	(17,272)	(17,359)	(17,446)	(17,533)
Business Rates	(46,388)	(50,069)	(50,921)	(50,921)	(50,921)
Revenue Support Grant	(7,799)	(7,931)	(8,090)	(8,252)	(8,417)
Collection Fund Surplus	(1,400)	0	0	0	0
Total Funding	(165,059)	(171,306)	(176,286)	(180,554)	(184,969)
Funding Gap	0	6,500	13,400	20,400	27,200
Funding Gap (In-year)	0	6,500	6,900	7,000	6,800
Funding Gap (Cumulative)	0	6,500	19,900	40,300	67,500
Council Tax Income					
Core Precept	92,286	96,034	99,916	103,935	108,098
Social Care Precept	17,186	17,272	17,359	17,446	17,533
Band D Council Tax					
Council Tax for a Band D Property	1,798.74	1,852.47	1,907.82	1,964.79	2,023.47
% Increase in Council Tax	4.99%	2.99%	2.99%	2.99%	2.99%
Council Tax Base					
Council Tax Base	60,861	61,165	61,471	61,778	62,087
Increase in Tax Base on prior year	0.75%	0.50%	0.50%	0.50%	0.50%

Employee Numbers (Full Time Equivalent)

	Estimate for 2024/25		Estimate 2025/26 FTEs
	Original FTEs	Probable Outturn FTEs	
Leader: Infrastructure and Corporate Strategy	232.53	235.42	236.39
Deputy Leader: Planning, Housing and the Local Plan	80.51	80.01	80.01
Children, Young People and SEND	404.12	442.94	443.63
Climate, Environment and Waste	145.60	140.60	138.60
Community Safety	213.32	205.89	205.02
Culture, Tourism and Business	114.05	119.79	115.79
Finance, Assets and Investments	213.03	217.79	214.34
Regeneration and Major Projects	82.86	78.44	78.44
Social Care and Healthier Communities	310.71	325.09	323.09
Total FTEs	1,796.74	1,845.96	1,835.31

The FTE numbers above reflect the number of employees budgeted for, as at February 2025. 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 2024/25 is nearly 50 FTE higher than the original estimate for 2024/25. The increase is primarily in Education, Inclusion & Early Years services (+38.82 FTE) within the Children, Young People and SEND portfolio. These roles are funded from the Dedicated Schools Grant received in year and prior year balances held in reserves. There are also additional roles within the Social Care and Healthier Communities teams (+9.10FTE) which have been funded through the Integrated Better Care Fund.

The estimated FTE for 2025/26 is lower because of the implementation of budget savings agreed at Full Council on 20 February 2025.

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

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

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

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

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

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

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

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

Budget Monitoring Timetable

Month	Accounting Period	Date of Period End	Last Working Day of Period	Final Ledger Amendments (by close of play)	Self Service Reports Available
April	1	Wed 30-Apr-25	Wed 30-Apr-25	Thu 01-May-25	Fri 02-May-25
May	2	Sat 31-May-25	Fri 30-May-25	Mon 02-Jun-25	Tue 03-Jun-25
June	3	Mon 30-Jun-25	Mon 30-Jun-25	Tue 01-Jul-25	Wed 02-Jul-25
July	4	Thu 31-Jul-25	Thu 31-Jul-25	Fri 01-Aug-25	Mon 04-Aug-25
August	5	Sun 31-Aug-25	Fri 29-Aug-25	Mon 01-Sep-25	Tue 02-Sep-25
September	6	Tue 30-Sep-25	Tue 30-Sep-25	Wed 01-Oct-25	Thu 02-Oct-25
October	7	Fri 31-Oct-25	Fri 31-Oct-25	Mon 03-Nov-25	Thu 06-Nov-25
November	8	Sun 30-Nov-25	Fri 28-Nov-25	Mon 01-Dec-25	Tue 02-Dec-25
December	9	Wed 31-Dec-25	Wed 31-Dec-25	Tue 06-Jan-26	Wed 07-Jan-26
January	10	Sat 31-Jan-26	Fri 30-Jan-26	Mon 02-Feb-26	Tue 03-Feb-26
February	11	Sat 28-Feb-26	Fri 27-Feb-26	Mon 02-Mar-26	Tue 03-Mar-26
March	12	Tue 31-Mar-26	Tue 31-Mar-26	Wed 08-Apr-26	Thu 09-Apr-26

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.

Subjective Summary	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Leader: Infrastructure and Corporate Strategy			
Expenditure			
Employees	12,226	12,045	13,273
Premises	2,209	2,060	2,209
Transport	167	251	161
Supplies & Services	3,598	3,519	2,900
Third Party Payments	4,684	4,993	4,296
Expenditure Total	22,884	22,868	22,839
Income			
Government Grants	(327)	(379)	(321)
Other Grants & Reimbursements	(997)	(957)	(804)
Sales, Fees & Charges	(13,573)	(13,707)	(13,417)
Rents	-	-	-
Other Internal Charges	(52)	(52)	(52)
Recharges to Housing Revenue Account	(335)	(335)	(335)
Income Total	(15,283)	(15,430)	(14,928)
Net Expenditure/(Income)	7,600	7,438	7,910
Memorandum Items			
Government Capital Grants	(3,158)	(3,158)	(749)
Depreciation	11,311	11,311	9,642
Support Service & Management Costs	1,332	1,332	2,065
Accommodation Charges	24	24	227
Departmental Support	239	239	57
Recharges	(6,545)	(6,545)	(7,067)
Memorandum Items Total	3,203	3,203	4,175
Total Service Cost	10,797	10,635	11,911

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

Objective Summary	2024/25						2025/26		
	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: Infrastructure and Corporate Strategy									
Car Parks and All Car Parking Matters									
Decriminalised Parking	1,443	(2,052)	(610)	1,992	(2,195)	(204)	2,518	(2,052)	465
Other Parking Matters	290	(4,646)	(4,356)	356	(4,796)	(4,440)	290	(4,766)	(4,476)
Car Parks	1,572	(5,615)	(4,043)	1,705	(5,250)	(3,545)	1,622	(5,485)	(3,863)
Corporate Planning and Strategic Direction									
Strategic Direction	1,868	(38)	1,830	1,872	(38)	1,835	2,032	(55)	1,977
Digital and Technology									
Digital and Technology	8,281	(1,810)	6,471	8,263	(1,743)	6,520	7,573	(1,681)	5,892
Passenger Transport / Vehicle Fleet									
Vehicle Fleet	30	-	30	76	-	76	33	-	33
Transport (Including Transport Policy and Licensing)									
Transport Policy	246	(50)	196	222	(50)	172	569	-	569
Transport	268	(44)	225	316	(96)	221	382	(41)	341
Transport Licensing	318	(751)	(433)	239	(643)	(404)	492	(612)	(120)
Corporate Governance									
Corporate Governance	491	(52)	439	481	(52)	429	497	(52)	445
Transformation and Corporate Project Management									
Transformation	740	-	740	740	-	740	(157)	-	(157)
Emergency Planning & Business Continuity									
Emergency Planning	262	-	262	233	(3)	230	249	-	249
Highways, Structures, Sea Defences, and Engineering									
Sea Defences	444	(13)	431	359	(13)	346	369	-	369

Objective Summary	2024/25						2025/26		
	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)
Engineering	531	-	531	515	-	515	285	-	285
Highways	6,051	(213)	5,839	5,449	(551)	4,899	6,034	(183)	5,851
Structures	51	-	51	51	-	51	52	-	52
Leader: Infrastructure and Corporate Strategy Total	22,884	(15,283)	7,600	22,868	(15,430)	7,438	22,839	(14,928)	7,910

Portfolio Objective: Leader: Infrastructure and Corporate Strategy

	Car Parks	Corporate Governance	Decriminalised Parking	Digital and Technology	Emergency Planning	Engineering	Highways	Other Parking Matters	Sea Defences
Expenditure									
Employees	84	387	415	6,156	235	280	2,058	-	-
Premises	1,127	-	2	1	2	-	879	100	96
Transport	2	2	-	10	1	5	71	-	-
Supplies & Services	235	108	167	1,407	11	-	628	100	46
Third Party Payments	174	-	1,933	-	-	-	2,398	89	227
Total Expenditure	1,622	497	2,518	7,573	249	285	6,034	290	369
Income									
Government Grants	-	-	-	(233)	-	-	-	-	-
Other Grants & Reimbursements	-	-	-	(797)	-	-	-	-	-
Sales, Fees & Charges	(5,485)	(2)	(2,052)	(316)	-	-	(183)	(4,766)	-
Rents	-	-	-	-	-	-	-	-	-
Recharges to Housing Revenue Account	-	(51)	-	(284)	-	-	-	-	-
Other Internal Charges	-	-	-	(52)	-	-	-	-	-
Total Income	(5,485)	(52)	(2,052)	(1,681)	-	-	(183)	(4,766)	-
Memorandum Items									
Government Capital Grants	-	-	-	-	-	-	(749)	-	-
Depreciation	45	-	-	2,336	-	-	5,808	-	1,381
Support Service & Management Costs	136	-	283	-	74	210	685	87	-
Accommodation Charges	93	-	31	-	-	3	22	15	21
Departmental Support	-	-	-	-	-	-	15	-	-
Recharges	-	(355)	-	(5,892)	-	-	-	-	-
Total Memorandum Items	274	(355)	314	(3,556)	74	212	5,781	101	1,402
Net Expenditure / (Income)	(3,589)	90	779	2,336	323	497	11,633	(4,375)	1,771

Portfolio Objective: Leader: Infrastructure and Corporate Strategy

	Strategic Direction	Structures	Transformation	Transport	Transport Licensing	Transport Policy	Vehicle Fleet	Net Expenditure / (Income)
Expenditure								
Employees	1,863	-	457	309	463	565	-	13,273
Premises	1	-	-	-	-	-	1	2,209
Transport	9	-	1	4	29	3	24	161
Supplies & Services	160	-	15	15	-	1	8	2,900
Third Party Payments	-	52	(630)	53	-	-	-	4,296
Total Expenditure	2,032	52	(157)	382	492	569	33	22,839
Income								
Government Grants	(48)	-	-	(40)	-	-	-	(321)
Other Grants & Reimbursements	(8)	-	-	-	-	-	-	(804)
Sales, Fees & Charges	-	-	-	(1)	(612)	-	-	(13,417)
Rents	-	-	-	-	-	-	-	-
Recharges to Housing Revenue Account	-	-	-	-	-	-	-	(335)
Other Internal Charges	-	-	-	-	-	-	-	(52)
Total Income	(55)	-	-	(41)	(612)	-	-	(14,928)
Memorandum Items								
Government Capital Grants	-	-	-	-	-	-	-	(749)
Depreciation	-	71	-	-	-	-	1	9,642
Support Service & Management Costs	419	-	-	-	86	85	1	2,065
Accommodation Charges	35	-	-	-	8	-	-	227
Departmental Support	-	-	-	11	-	-	30	57
Recharges	(358)	-	(152)	(311)	-	-	-	(7,067)
Total Memorandum Items	96	71	(152)	(300)	94	85	32	4,175
Net Expenditure / (Income)	2,073	123	(309)	41	(26)	654	65	12,085

Subjective Summary	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Deputy Leader: Planning, Housing and the Local Plan			
Expenditure			
Employees	4,522	4,288	4,695
Premises	67	67	67
Transport	24	24	24
Supplies & Services	1,135	2,237	1,977
Third Party Payments	349	349	353
Expenditure Total	6,096	6,964	7,116
Income			
Government Grants	(2,033)	(2,033)	(2,798)
Other Grants & Reimbursements	-	-	(36)
Sales, Fees & Charges	(1,734)	(1,417)	(1,734)
Rents	(75)	(75)	(75)
Recharges to Housing Revenue Account	(622)	(622)	(622)
Income Total	(4,465)	(4,148)	(5,265)
Net Expenditure/(Income)	1,631	2,817	1,851
Memorandum Items			
Depreciation	-	-	-
Support Service & Management Costs	1,052	1,052	1,401
Accommodation Charges	94	94	199
Departmental Support	145	145	-
Recharges	(179)	(179)	(193)
Memorandum Items Total	1,113	1,113	1,406
Total Service Cost	2,744	3,929	3,253

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

Objective Summary	2024/25						2025/26		
	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: Planning, Housing and the Local Plan									
Homelessness and Rough Sleeping									
Homelessness	2,167	(1,652)	515	3,188	(1,652)	1,536	3,123	(2,417)	707
Rough Sleeping	768	(768)	-	756	(768)	(12)	768	(768)	-
Housing Strategy, Management and Development									
Housing Management	339	(65)	274	340	(65)	275	358	(65)	292
Housing Strategy	663	(245)	417	712	(245)	466	714	(281)	433
Development Management and Building Control									
Building Control	544	(595)	(51)	406	(388)	18	560	(595)	(35)
Development Management	1,051	(1,139)	(88)	1,058	(974)	84	1,083	(1,139)	(56)
Local Plan and Planning Policy									
Planning Policy	564	-	564	505	(56)	449	509	-	509
Deputy Leader: Planning, Housing and the Local Plan Total	6,096	(4,465)	1,631	6,964	(4,148)	2,817	7,116	(5,265)	1,851

Portfolio Objective: Deputy Leader: Planning, Housing and the Local Plan

	Building Control	Homelessness	Rough Sleeping	Housing Management	Housing Strategy	Development Management	Planning Policy	Net Expenditure / (Income)
Expenditure								
Employees	551	1,299	356	337	700	952	500	4,695
Premises	-	67	-	-	-	-	-	67
Transport	7	1	-	4	-	8	4	24
Supplies & Services	2	1,756	59	18	14	123	6	1,977
Third Party Payments	-	-	353	-	-	-	-	353
Total Expenditure	560	3,123	768	358	714	1,083	509	7,116
Income								
Government Grants	-	(2,030)	(768)	-	-	-	-	(2,798)
Other Grants & Reimbursements	-	-	-	-	(36)	-	-	(36)
Sales, Fees & Charges	(595)	-	-	-	-	(1,139)	-	(1,734)
Rents	-	(75)	-	-	-	-	-	(75)
Recharges to Housing Revenue Account	-	(312)	-	(65)	(245)	-	-	(622)
Total Income	(595)	(2,417)	(768)	(65)	(281)	(1,139)	-	(5,265)
Memorandum Items								
Depreciation	-	-	-	-	-	-	-	-
Support Service & Management Costs	567	305	-	66	209	180	73	1,401
Accommodation Charges	9	126	-	-	15	45	5	199
Departmental Support	-	-	-	-	-	-	-	-
Recharges	-	-	-	(193)	-	-	-	(193)
Total Memorandum Items	576	431	-	(128)	224	225	78	1,406
Net Expenditure / (Income)	542	1,137	-	165	658	169	587	3,257

Subjective Summary	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Children, Young People and SEND			
Expenditure			
Employees	24,788	24,934	26,338
Premises	475	566	475
Transport	3,938	4,166	388
Supplies & Services	30,031	31,664	33,211
Third Party Payments	36,472	41,101	42,684
Transfer Payments	26,780	26,731	27,579
Expenditure Total	122,484	129,162	130,673
Income			
Government Grants	(71,781)	(71,997)	(81,450)
Other Grants & Reimbursements	(886)	(1,023)	(886)
Sales, Fees & Charges	(988)	(981)	(989)
Rents	(58)	(58)	(58)
Other Internal Charges	(86)	(86)	(86)
Income Total	(73,798)	(74,144)	(83,468)
Net Expenditure/(Income)	48,685	55,017	47,205
Memorandum Items			
Government Capital Grants	(2,417)	(2,417)	(3,881)
Depreciation	3,812	3,812	5,291
Support Service & Management Costs	3,468	3,468	7,038
Accommodation Charges	892	892	894
Departmental Support	2,545	2,545	267
Memorandum Items Total	8,300	8,300	9,609
Total Service Cost	56,985	63,317	56,458

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

Objective Summary	2024/25						2025/26		
	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, Young People and SEND									
Children's Safeguarding									
Children's Safeguarding	4,804	(130)	4,674	5,274	(130)	5,144	4,918	(130)	4,788
Children's Services									
Children's Services	35,985	(3,783)	32,202	42,565	(4,506)	38,059	37,392	(3,783)	33,609
Home to School Transport Contract									
Home to School Transport Contract	3,418	-	3,418	3,418	-	3,418	3,631	-	3,631
Schools, Education and Learning									
Schools	26,174	(26,174)	-	26,159	(26,159)	-	27,226	(27,226)	-
Education and Learning	5,669	(4,815)	854	5,424	(4,640)	784	6,054	(5,304)	751
Youth and Connexions									
Youth and Connexions	1,196	(376)	820	1,199	(351)	848	1,222	(360)	862
Youth Justice Service									
Youth Justice Service	1,075	(466)	609	1,022	(566)	456	1,109	(466)	643
Special Educational Needs and Disabilities									
Special Educational Needs and Disabilities	25,814	(20,615)	5,199	25,741	(20,408)	5,333	24,062	(21,970)	2,092
Family Centres, Early Years and Childcare									
Early Years	17,432	(17,076)	356	17,318	(17,021)	297	24,200	(23,865)	335
Family Centres	917	(364)	553	1,042	(364)	678	858	(364)	494
Children, Young People and SEND Total	122,484	(73,798)	48,685	129,162	(74,144)	55,017	130,673	(83,468)	47,205

Portfolio Objective: Children, Young People and SEND

	Children's Safeguarding	Early Years	Youth Justice Service	Family Centres	Children's Services	Special Educational Needs and Disabilities	Youth and Connexions	Home to School Transport Contract
Expenditure								
Employees	3,975	912	1,044	674	11,050	4,174	1,025	130
Premises	-	-	-	180	83	-	123	-
Transport	138	1	9	-	160	31	29	-
Supplies & Services	494	23,286	19	4	3,807	4,002	46	6
Third Party Payments	311	-	38	-	21,492	14,368	-	3,496
Transfer Payments	-	-	-	-	801	1,486	-	-
Total Expenditure	4,918	24,200	1,109	858	37,392	24,062	1,222	3,631
Income								
Government Grants	-	(23,865)	(336)	(364)	(3,112)	(21,839)	-	-
Other Grants & Reimbursements	(72)	-	(130)	-	(684)	-	-	-
Sales, Fees & Charges	-	-	-	-	-	(131)	(360)	-
Rents	-	-	-	-	-	-	-	-
Other Internal Charges	(58)	-	-	-	13	-	-	-
Total Income	(130)	(23,865)	(466)	(364)	(3,783)	(21,970)	(360)	-
Memorandum Items								
Government Capital Grants	-	(1)	-	-	-	-	-	-
Depreciation	-	76	-	39	5	-	-	-
Support Service & Management Costs	1,161	622	154	170	3,294	626	213	214
Accommodation Charges	417	16	-	34	264	89	53	-
Departmental Support	-	-	-	75	49	-	4	138
Total Memorandum Items	1,578	713	154	318	3,612	715	270	352
Net Expenditure / (Income)	6,366	1,047	798	812	37,221	2,806	1,133	3,983

Portfolio Objective: Children, Young People and SEND

	Schools	Education and Learning	Net Expenditure / (Income)
Expenditure			
Employees	335	3,020	26,338
Premises	-	89	475
Transport	1	18	388
Supplies & Services	599	949	33,211
Third Party Payments	1,000	1,980	42,684
Transfer Payments	25,291	-	27,579
Total Expenditure	27,226	6,054	130,673
Income			
Government Grants	(27,226)	(4,708)	(81,450)
Other Grants & Reimbursements	-	-	(886)
Sales, Fees & Charges	-	(498)	(989)
Rents	-	(58)	(58)
Other Internal Charges	-	(41)	(86)
Total Income	(27,226)	(5,304)	(83,468)
Memorandum Items			
Government Capital Grants	-	(3,880)	(3,881)
Depreciation	-	5,171	5,291
Support Service & Management Costs	-	584	7,038
Accommodation Charges	-	22	894
Departmental Support	-	-	267
Total Memorandum Items	-	1,897	9,609
Net Expenditure / (Income)	-	2,647	56,814

Subjective Summary	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Climate, Environment and Waste			
Expenditure			
Employees	5,678	4,929	5,780
Premises	5,164	5,606	949
Transport	439	533	439
Supplies & Services	1,170	971	1,049
Third Party Payments	11,711	11,913	22,049
Expenditure Total	24,161	23,952	30,266
Income			
Other Grants & Reimbursements	(12)	55	(12)
Sales, Fees & Charges	(4,588)	(4,046)	(6,482)
Rents	(10)	(10)	(10)
Income Total	(4,610)	(4,000)	(6,503)
Net Expenditure/(Income)	19,552	19,952	23,763
Memorandum Items			
Government Capital Grants	(750)	(750)	(5)
Depreciation	1,243	1,243	572
Support Service & Management Costs	1,606	1,606	1,693
Accommodation Charges	7	7	291
Departmental Support	310	310	147
Memorandum Items Total	2,416	2,416	2,698
Total Service Cost	21,968	22,369	26,176

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

Objective Summary	2024/25						2025/26		
	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)
Climate, Environment and Waste									
Cemeteries and Crematoria									
Cemeteries	622	(551)	71	610	(583)	27	599	(566)	32
Crematoria	999	(2,921)	(1,922)	982	(2,595)	(1,612)	1,012	(3,001)	(1,989)
Parks, Open Spaces, and Grounds Maintenance									
Grounds Maintenance	4,722	(752)	3,970	3,893	(253)	3,640	4,629	(752)	3,877
Parks	1,602	(318)	1,284	1,568	(371)	1,197	1,902	(354)	1,548
Street scene and cleansing									
Street scene and cleansing	1,857	-	1,857	1,877	-	1,877	3,617	-	3,617
Recycling and waste management									
Recycling and waste management	14,058	(18)	14,040	14,854	(251)	14,603	18,216	(1,779)	16,437
Climate action and carbon reduction									
Climate action and carbon reduction	302	(50)	252	168	52	221	291	(51)	239
Climate, Environment and Waste Total	24,161	(4,610)	19,552	23,952	(4,000)	19,952	30,266	(6,503)	23,763

Portfolio Objective: Climate, Environment and Waste

	Grounds Maintenance	Cemeteries	Crematoria	Parks	Street scene and cleansing	Recycling and waste management	Climate action and carbon reduction	Net Expenditure / (Income)
Expenditure								
Employees	3,487	437	473	898	-	203	282	5,780
Premises	156	110	407	265	5	-	5	949
Transport	394	18	-	24	-	1	2	439
Supplies & Services	489	23	131	381	13	9	2	1,049
Third Party Payments	103	11	-	334	3,599	18,004	-	22,049
Total Expenditure	4,629	599	1,012	1,902	3,617	18,216	291	30,266
Income								
Other Grants & Reimbursements	-	-	-	(12)	-	-	-	(12)
Rents	-	-	-	(2)	-	(8)	-	(10)
Sales, Fees & Charges	(752)	(566)	(3,001)	(340)	-	(1,771)	(51)	(6,482)
Total Income	(752)	(566)	(3,001)	(354)	-	(1,779)	(51)	(6,503)
Memorandum Items								
Government Capital Grants	-	-	-	(5)	-	-	-	(5)
Depreciation	41	61	128	306	14	22	-	572
Support Service & Management Costs	802	95	118	192	-	445	40	1,693
Accommodation Charges	-	30	35	212	-	1	12	291
Departmental Support	61	1	77	6	1	2	-	147
Total Memorandum Items	903	187	358	712	15	471	52	2,698
Net Expenditure / (Income)	4,781	219	(1,631)	2,260	3,633	16,908	291	26,461

Subjective Summary	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Community Safety			
Expenditure			
Employees	9,470	9,103	9,476
Premises	286	345	286
Transport	12	17	15
Supplies & Services	3,888	3,959	4,124
Third Party Payments	449	449	849
Expenditure Total	14,104	13,873	14,750
Income			
Government Grants	(2,959)	(2,959)	(3,244)
Other Grants & Reimbursements	(301)	(301)	(321)
Sales, Fees & Charges	(360)	(380)	(340)
Income Total	(3,620)	(3,640)	(3,905)
Net Expenditure/(Income)	10,484	10,232	10,844
Memorandum Items			
Depreciation	415	415	418
Support Service & Management Costs	346	346	376
Accommodation Charges	2	2	260
Departmental Support	117	117	1
Recharges	(7,678)	(7,678)	(8,039)
Memorandum Items Total	(6,797)	(6,797)	(6,984)
Total Service Cost	3,686	3,435	3,644

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

Objective Summary	2024/25						2025/26		
	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									
Adult and Community Learning									
Adult and Community Learning	2,952	(2,890)	62	2,952	(2,890)	62	3,237	(3,175)	62
Customer Contact									
Customer Contact	5,420	(273)	5,147	5,415	(273)	5,142	5,396	(169)	5,227
Human Resources									
Human Resources	2,428	(349)	2,079	2,444	(349)	2,095	2,315	(401)	1,914
Learning And Workforce Development									
Learning And Workforce Development	1,050	-	1,050	783	-	783	1,078	-	1,078
Public Toilets									
Public Toilets	569	-	569	618	-	618	969	-	969
Community Safety, CCTV, Police Liaison and PSPOs									
Closed Circuit Television	655	(80)	574	680	(45)	634	727	(83)	645
Community Safety	1,030	(28)	1,003	980	(83)	898	1,028	(78)	950
Community Safety Total	14,104	(3,620)	10,484	13,873	(3,640)	10,232	14,750	(3,905)	10,844

Portfolio Objective: Community Safety

	Closed Circuit Television	Community Safety	Human Resources	Learning And Workforce Development	Adult and Community Learning	Public Toilets	Customer Contact	Net Expenditure / (Income)
Expenditure								
Employees	604	862	2,146	652	62	-	5,151	9,476
Premises	8	92	1	-	-	186	-	286
Transport	-	10	4	1	-	-	-	15
Supplies & Services	116	39	164	425	3,175	10	195	4,124
Third Party Payments	-	27	-	-	-	772	50	849
Total Expenditure	727	1,028	2,315	1,078	3,237	969	5,396	14,750
Income								
Government Grants	-	-	-	-	(3,175)	-	(69)	(3,244)
Other Grants & Reimbursements	-	(28)	(225)	-	-	-	(69)	(321)
Sales, Fees & Charges	(83)	(50)	(176)	-	-	-	(31)	(340)
Total Income	(83)	(78)	(401)	-	(3,175)	-	(169)	(3,905)
Memorandum Items								
Depreciation	217	-	-	-	131	70	-	418
Support Service & Management Costs	124	194	-	38	13	7	-	376
Accommodation Charges	58	62	-	-	-	140	-	260
Departmental Support	-	-	-	-	-	-	-	1
Recharges	-	-	(1,845)	(967)	-	-	(5,227)	(8,039)
Total Memorandum Items	399	256	(1,845)	(929)	144	217	(5,227)	(6,984)
Net Expenditure / (Income)	1,044	1,206	69	149	206	1,186	-	3,860

Subjective Summary	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Culture, Tourism and Business			
Expenditure			
Employees	6,137	6,202	6,132
Premises	2,173	2,212	2,160
Transport	53	59	53
Supplies & Services	2,039	2,239	2,307
Third Party Payments	620	470	664
Expenditure Total	11,021	11,182	11,316
Income			
Government Grants	(60)	(60)	(420)
Other Grants & Reimbursements	(1,598)	(1,865)	(1,473)
Sales, Fees & Charges	(2,164)	(2,005)	(2,081)
Rents	(72)	(98)	(94)
Income Total	(3,894)	(4,028)	(4,068)
Net Expenditure/(Income)	7,128	7,154	7,248
Memorandum Items			
Government Capital Grants	-	-	(81)
Depreciation	2,736	2,736	3,163
Support Service & Management Costs	1,325	1,325	1,242
Accommodation Charges	29	29	729
Departmental Support	239	239	5
Memorandum Items Total	4,330	4,330	5,058
Total Service Cost	11,457	11,484	11,774

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

Objective Summary	2024/25						2025/26		
	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)
Culture, Tourism and Business									
Pier And Foreshore									
Pier And Foreshore	1,846	(1,425)	421	1,938	(1,386)	552	1,915	(1,441)	475
Sport Development									
Sport Development	234	(233)	1	234	(233)	1	239	(240)	(1)
Town Centre Management									
Town Centre Management	194	(77)	117	43	(66)	(23)	196	(79)	117
Museums, Galleries, Theatres, and Libraries									
Galleries	1,066	(543)	523	1,066	(543)	523	1,045	(544)	502
Museums	833	(114)	719	983	(114)	869	956	(117)	838
Theatres	45	(50)	(6)	53	(50)	3	52	(51)	1
Libraries	3,826	(422)	3,404	3,868	(411)	3,457	3,895	(406)	3,489
Community Assets, Cohesion and Engagement									
Community Assets, Cohesion and Engagement	1,384	(304)	1,080	1,482	(524)	958	1,301	(487)	814
Tourism, place branding, and marketing									
Tourism, place branding, and marketing	529	(184)	346	470	(159)	312	629	(84)	545
Business Growth and Economic Development									
Business Growth and Economic Development	1,066	(542)	523	1,046	(542)	504	1,086	(618)	468
Culture, Tourism and Business Total	11,021	(3,894)	7,128	11,182	(4,028)	7,154	11,316	(4,068)	7,248

Portfolio Objective: Culture, Tourism and Business

	Sport Development	Galleries	Museums	Theatres	Community Assets, Cohesion and Engagement	Tourism, place branding, and marketing	Pier And Foreshore	Libraries
Expenditure								
Employees	176	449	789	-	505	388	1,012	2,084
Premises	59	171	112	52	40	2	658	988
Transport	-	1	2	-	-	1	34	14
Supplies & Services	2	424	53	-	636	239	117	363
Third Party Payments	3	-	-	-	120	-	95	446
Total Expenditure	239	1,045	956	52	1,301	629	1,915	3,895
Income								
Government Grants	-	(30)	-	-	-	-	-	(30)
Other Grants & Reimbursements	-	(489)	(6)	-	(448)	-	-	(246)
Rents	(1)	-	-	(51)	(31)	-	(11)	-
Sales, Fees & Charges	(239)	(25)	(112)	-	(8)	(84)	(1,430)	(130)
Total Income	(240)	(544)	(117)	(51)	(487)	(84)	(1,441)	(406)
Memorandum Items								
Government Capital Grants	-	-	-	-	-	-	-	-
Depreciation	643	180	89	486	69	-	988	439
Support Service & Management Costs	91	79	168	1	76	66	149	461
Accommodation Charges	55	72	120	40	20	-	326	85
Departmental Support	-	-	-	-	3	-	1	-
Total Memorandum Items	789	331	377	527	168	66	1,464	984
Net Expenditure / (Income)	788	833	1,215	528	982	612	1,939	4,474

Portfolio Objective: Culture, Tourism and Business

	Business Growth and Economic Development	Town Centre Management	Net Expenditure / (Income)
Expenditure			
Employees	610	118	6,132
Premises	69	9	2,160
Transport	2	-	53
Supplies & Services	406	68	2,307
Third Party Payments	-	-	664
Total Expenditure	1,086	196	11,316
Income			
Government Grants	(360)	-	(420)
Other Grants & Reimbursements	(258)	(26)	(1,473)
Rents	-	-	(94)
Sales, Fees & Charges	-	(53)	(2,081)
Total Income	(618)	(79)	(4,068)
Memorandum Items			
Government Capital Grants	-	(81)	(81)
Depreciation	-	269	3,163
Support Service & Management Costs	135	18	1,242
Accommodation Charges	10	1	729
Departmental Support	-	-	5
Total Memorandum Items	145	206	5,058
Net Expenditure / (Income)	613	323	12,305

Subjective Summary	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Finance, Assets and Investments			
Expenditure			
Employees	11,228	10,883	11,188
Premises	2,611	3,146	3,879
Transport	23	14	23
Supplies & Services	3,660	3,754	2,631
Third Party Payments	2,569	3,311	3,119
Special Items	200	175	200
Transfer Payments	57,476	57,476	57,476
Expenditure Total	77,768	78,759	78,518
Income			
Government Grants	(56,314)	(56,350)	(56,314)
Other Grants & Reimbursements	(1,838)	(1,838)	(1,853)
Sales, Fees & Charges	(2,330)	(2,850)	(2,697)
Rents	(6,038)	(6,538)	(6,278)
Interest	-	(19)	(8)
Other Internal Charges	(167)	(146)	(167)
Recharges to Housing Revenue Account	(482)	(482)	(482)
Business Ratepayers	(207)	(207)	(207)
Income Total	(67,377)	(68,430)	(68,007)
Net Expenditure/(Income)	10,391	10,328	10,511
Memorandum Items			
Government Capital Grants	(21)	(21)	-
Depreciation	1,312	1,312	775
Support Service & Management Costs	2,969	2,969	3,076
Accommodation Charges	121	121	766
Departmental Support	114	114	-
Recharges	(8,258)	(8,258)	(9,645)
Memorandum Items Total	(3,762)	(3,762)	(5,028)
Total Service Cost	6,628	6,566	4,940

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

Objective Summary	2024/25						2025/26		
	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)
Finance, Assets and Investments									
Audit									
Audit	1,173	(221)	952	1,122	(221)	901	1,189	(226)	963
Corporate Budget and Resources Planning									
Corporate Budget and Resources Planning	2,200	(282)	1,918	2,337	(282)	2,055	2,270	(283)	1,987
Corporate Procurement									
Corporate Procurement	1,082	(10)	1,072	1,043	(10)	1,033	1,098	(10)	1,088
Council Tax and Business Rates									
Council Tax	1,369	(936)	433	1,369	(936)	433	1,494	(939)	555
Business Rates	274	(256)	18	274	(256)	18	281	(256)	25
Housing Benefit									
Housing Benefit	60,281	(58,362)	1,919	60,281	(58,362)	1,919	60,142	(58,369)	1,773
Financial Services									
Financial Services	3,260	(691)	2,570	3,086	(838)	2,248	3,204	(795)	2,409
Property and Asset Management									
Asset Management	3,482	(1,771)	1,711	3,272	(1,899)	1,373	3,288	(1,749)	1,539
Commercial Property	1,915	(4,764)	(2,849)	2,564	(5,547)	(2,982)	2,344	(5,320)	(2,975)
Public Transport and Concessionary Fares									
Concessionary Fares	2,440	-	2,440	3,082	-	3,082	2,990	-	2,990
Public Transport	291	(83)	208	327	(78)	249	217	(60)	157
Finance, Assets and Investments Total	77,768	(67,377)	10,391	78,759	(68,430)	10,328	78,518	(68,007)	10,511

Portfolio Objective: Finance, Assets and Investments

	Asset Management	Concessionary Fares	Corporate Procurement	Council Tax	Business Rates	Financial Services	Public Transport	Housing Benefit
Expenditure								
Employees	870	-	1,082	1,086	214	2,882	-	1,712
Premises	2,202	-	-	-	-	-	161	-
Transport	5	-	-	1	-	5	-	2
Supplies & Services	209	68	15	407	52	117	1	952
Third Party Payments	2	2,922	-	-	15	-	55	-
Transfer Payments	-	-	-	-	-	-	-	57,476
Special Items	-	-	-	-	-	200	-	-
Total Expenditure	3,288	2,990	1,098	1,494	281	3,204	217	60,142
Income								
Government Grants	-	-	-	-	-	-	-	(56,314)
Other Grants & Reimbursements	-	-	-	-	-	-	-	(1,800)
Sales, Fees & Charges	(250)	-	-	(939)	(50)	(434)	(60)	(255)
Rents	(1,477)	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-
Other Internal Charges	(21)	-	-	-	-	(146)	-	-
Recharges to Housing Revenue Account	-	-	(10)	-	-	(216)	-	-
Total Income	(1,749)	-	(10)	(939)	(50)	(795)	(60)	(58,369)
Memorandum Items								
Depreciation	467	-	-	-	-	-	174	-
Support Service & Management Costs	81	4	-	664	234	69	2	586
Accommodation Charges	201	-	-	22	1	13	26	207
Recharges	(2,913)	-	(1,088)	-	-	(2,272)	-	-
Total Memorandum Items	(2,164)	4	(1,088)	686	235	(2,190)	202	793
Net Expenditure / (Income)	(625)	2,993	-	1,241	466	220	359	2,566

Portfolio Objective: Finance, Assets and Investments

	Corporate Budget and Resources Planning	Audit	Commercial Property	Net Expenditure / (Income)
Expenditure				
Employees	2,109	654	580	11,188
Premises	-	-	1,516	3,879
Transport	1	3	6	23
Supplies & Services	119	448	242	2,631
Third Party Payments	41	84	-	3,119
Transfer Payments	-	-	-	57,476
Special Items	-	-	-	200
Total Expenditure	2,270	1,189	2,344	78,518
Income				
Government Grants	-	-	-	(56,314)
Other Grants & Reimbursements	-	(38)	(16)	(1,853)
Sales, Fees & Charges	(27)	(188)	(495)	(2,697)
Rents	-	-	(4,801)	(6,278)
Interest	-	-	(8)	(8)
Other Internal Charges	-	-	-	(167)
Recharges to Housing Revenue Account	(256)	-	-	(482)
Total Income	(283)	(226)	(5,320)	(67,800)
Memorandum Items				
Depreciation	134	-	-	775
Support Service & Management Costs	1,154	23	259	3,076
Accommodation Charges	-	-	297	766
Recharges	(1,281)	(525)	(1,566)	(9,645)
Total Memorandum Items	7	(503)	(1,010)	(5,028)
Net Expenditure / (Income)	1,995	461	(3,986)	5,689

Subjective Summary	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Regeneration and Major Projects			
Expenditure			
Employees	4,948	4,883	4,967
Premises	91	104	91
Transport	34	29	34
Supplies & Services	1,948	1,942	1,904
Third Party Payments	68	103	(32)
Expenditure Total	7,088	7,062	6,964
Income			
Government Grants	(30)	(30)	(30)
Other Grants & Reimbursements	(3)	(3)	(3)
Sales, Fees & Charges	(1,990)	(1,777)	(1,834)
Rents	(11)	(11)	(8)
Income Total	(2,035)	(1,821)	(1,875)
Net Expenditure/(Income)	5,054	5,241	5,088
Memorandum Items			
Government Capital Grants	(800)	(800)	(800)
Depreciation	820	820	820
Support Service & Management Costs	539	539	587
Accommodation Charges	18	18	37
Departmental Support	1,701	1,701	1,767
Recharges	(2,942)	(2,942)	(3,145)
Memorandum Items Total	(663)	(663)	(734)
Total Service Cost	4,390	4,577	4,334

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

Objective Summary	2024/25						2025/26		
	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)
Regeneration and Major Projects									
Registration Services									
Registration Services	431	(553)	(122)	452	(553)	(101)	444	(562)	(118)
Legal Services and Land Charges									
Legal Services	1,926	(292)	1,634	2,101	(257)	1,844	1,960	(239)	1,721
Land Charges	220	(321)	(101)	180	(227)	(47)	61	(225)	(164)
Democratic Services, Civic Affairs, and Constitutional Matters									
Democratic Services	830	-	830	777	-	777	724	-	724
Civic Affairs	1,131	-	1,131	1,146	-	1,146	1,132	-	1,132
Regulatory Services, Private Sector Housing Standards and Grants									
Regulatory Services	1,694	(491)	1,203	1,644	(391)	1,253	1,678	(514)	1,164
Private Sector Housing Standards and Grants	856	(378)	478	761	(393)	368	965	(336)	630
Regeneration and Major Projects Total	7,088	(2,035)	5,054	7,062	(1,821)	5,241	6,964	(1,875)	5,088

Portfolio Objective: Regeneration and Major Projects

	Legal Services	Democratic Services	Regulatory Services	Land Charges	Civic Affairs	Private Sector Housing Standards and Grants	Registration Services	Net Expenditure / (Income)
Expenditure								
Employees	1,330	680	1,521	2	140	866	429	4,967
Premises	-	10	-	-	79	2	-	91
Transport	1	6	10	-	14	3	-	34
Supplies & Services	628	126	82	60	899	94	15	1,904
Third Party Payments	-	(97)	65	-	-	-	-	(32)
Total Expenditure	1,960	724	1,678	61	1,132	965	444	6,964
Income								
Government Grants	-	-	(30)	-	-	-	-	(30)
Other Grants & Reimbursements	-	-	(3)	-	-	-	-	(3)
Sales, Fees & Charges	(239)	-	(481)	(225)	-	(336)	(554)	(1,834)
Rents	-	-	-	-	-	-	(8)	(8)
Total Income	(239)	-	(514)	(225)	-	(336)	(562)	(1,875)
Memorandum Items								
Government Capital Grants	-	-	-	-	-	(800)	-	(800)
Depreciation	-	-	-	-	20	800	-	820
Support Service & Management Costs	-	184	44	-	19	168	172	587
Accommodation Charges	-	2	1	-	19	16	-	37
Departmental Support	-	-	1,751	-	1	16	-	1,767
Recharges	(1,721)	-	(1,424)	-	-	-	-	(3,145)
Total Memorandum Items	(1,721)	186	371	-	59	199	172	(734)
Net Expenditure / (Income)	-	910	1,535	(164)	1,190	828	54	4,354

Subjective Summary	2024/25		2025/26
	Revised £000s	Probable Outturn £000s	Budget £000s
Social Care and Healthier Communities			
Expenditure			
Employees	18,361	17,583	18,498
Premises	422	507	422
Transport	744	765	141
Supplies & Services	6,547	7,258	6,160
Third Party Payments	73,280	78,242	80,805
Capital Finance Charges	2	-	2
Expenditure Total	99,356	104,355	106,028
Income			
Government Grants	(9,527)	(9,174)	(9,524)
Other Grants & Reimbursements	(19,739)	(20,034)	(18,829)
Sales, Fees & Charges	(14,380)	(18,486)	(18,149)
Rents	(223)	(285)	(225)
Other Internal Charges	58	58	58
Recharges to Housing Revenue Account	(281)	(274)	(281)
Income Total	(44,092)	(48,195)	(46,951)
Net Expenditure/(Income)	55,264	56,160	59,077
Memorandum Items			
Depreciation	52	52	295
Support Service & Management Costs	3,058	3,058	5,013
Accommodation Charges	250	250	453
Departmental Support	6,749	6,749	3,098
Recharges	(3,710)	(3,710)	(3,598)
Memorandum Items Total	6,398	6,398	5,261
Total Service Cost	61,662	62,558	63,924

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

Objective Summary	2024/25						2025/26		
	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)
Social Care and Healthier Communities									
Adult Social Care									
Adult Social Care	78,725	(33,130)	45,596	83,348	(37,283)	46,066	84,921	(35,965)	48,956
Commissioning									
Commissioning	6,744	(2,756)	3,988	6,956	(3,085)	3,871	6,837	(2,960)	3,878
Drugs and Alcohol Service									
Drugs and Alcohol Service	2,073	(2,073)	-	2,073	(2,073)	-	2,075	(2,073)	2
Mental Health Services									
Mental Health Services	6,269	(671)	5,598	6,798	(657)	6,141	6,510	(657)	5,852
Public Health									
Public Health	5,544	(5,462)	82	5,179	(5,097)	82	5,296	(5,296)	-
Domestic Abuse									
Domestic Abuse	-	-	-	-	-	-	389	-	389
Social Care and Healthier Communities Total	99,356	(44,092)	55,264	104,355	(48,195)	56,160	106,028	(46,951)	59,077

Portfolio Objective: Social Care and Healthier Communities

	Adult Social Care	Domestic Abuse	Public Health	Commissioning	Drugs and Alcohol Service	Mental Health Services	Net Expenditure / (Income)
Expenditure							
Employees	10,103	-	5,058	2,384	39	915	18,498
Premises	411	-	6	1	-	4	422
Transport	85	-	39	9	-	7	141
Supplies & Services	1,490	389	(6)	2,529	1,755	4	6,160
Third Party Payments	72,830	-	199	1,915	282	5,579	80,805
Total Expenditure	84,919	389	5,296	6,837	2,075	6,510	106,026
Income							
Government Grants	(42)	-	(5,158)	(2,305)	(2,019)	-	(9,524)
Other Grants & Reimbursements	(17,903)	-	(138)	(655)	(54)	(80)	(18,829)
Other Internal Charges	58	-	-	-	-	-	58
Rents	(225)	-	-	-	-	-	(225)
Recharges to Housing Revenue Account	(281)	-	-	-	-	-	(281)
Sales, Fees & Charges	(17,572)	-	-	-	-	(577)	(18,149)
Total Income	(35,965)	-	(5,296)	(2,960)	(2,073)	(657)	(46,951)
Memorandum Items							
Depreciation	295	-	-	-	-	-	295
Support Service & Management Costs	2,843	-	219	1,515	10	425	5,013
Accommodation Charges	350	-	-	78	-	26	453
Departmental Support	1,506	-	843	608	-	141	3,098
Recharges	(1,554)	-	(848)	(1,197)	-	-	(3,598)
Total Memorandum Items	3,440	-	214	1,004	10	592	5,261
Net Expenditure / (Income)	52,394	389	214	4,882	12	6,445	64,335

Contingency

Contingency Sums	Estimate for 2024/25		Estimate 2025/26 £000s
	Original £000s	Probable Outturn £000s	
General Contingency	1,138	888	1,054
Earmarked for Pay Award	2,825	2,545	1,875
Earmarked for Inflation	1,000	420	1,000
Earmarked for SaaS Revenue	0	(750)	1,000
Net Expenditure	4,963	3,103	4,929

Levies etc.

Levies	Estimate for 2024/25		Estimate 2025/26 £000s
	Original £000s	Probable Outturn £000s	
Kent & Essex Inshore Fisheries & Conservation Authority	25	25	25
Essex Local Flood Defences	221	221	219
Coroners Court	595	672	621
Net Expenditure	840	917	865

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Financing Costs & Interest

	2024/25		Original Budget 2025/26
	Original Budget	Probable Outturn	
	£000s	£000s	£000s
Expenditure			
External Interest on Debt (PWLb)	12,009	12,009	11,610
External Interest on Debt (L1 Renewables)	302	302	295
External Interest on Debt (ECC)	227	194	204
Minimum Revenue Provision	6,387	6,250	7,047
Minimum Revenue Provision (ECC)	373	406	346
Minimum Revenue Provision (Leases)	271	933	902
Interest on Balances etc	337	337	317
Total Expenditure	19,906	20,431	20,721
Less Finance Lease Adjustments	(271)	(933)	(902)
Less Interest Charged to HRA	(4,236)	(4,256)	(4,112)
Total Interest & Minimum Revenue Provision Payable	15,399	15,242	15,707
Income			
Interest Earned on Balances	(5,364)	(6,112)	(5,199)
Less Interest Payable to HRA	1,864	2,084	1,749
Total Interest Receivable	(3,500)	(4,028)	(3,450)
Net Expenditure/(Income)	11,899	11,214	12,257

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

Housing Revenue Account

	2024/25		2025/26 £000s
	Original £000s	Revised £000s	
Expenditure			
Employees	206	0	206
Premises (excluding repairs)	794	1,567	810
Repairs	7,785	7,785	8,242
Supplies & services	150	201	201
Management Fee	7,678	7,678	8,276
Support Service & Management Costs	1,822	1,822	1,822
Provision for bad debts	455	455	455
Depreciation*	8,456	8,358	8,735
Interest & Debt Management Charges	4,263	4,263	4,138
Total Expenditure	31,609	32,129	32,885
Income			
Fees and charges	(411)	(411)	(382)
Dwelling Rents	(31,863)	(31,863)	(33,119)
Other Rents	(1,806)	(1,806)	(1,878)
Other	(20)	(20)	(20)
Interest	(1,861)	(2,103)	(1,743)
Recharged to Capital	(469)	(469)	(523)
Total Income	(36,430)	(36,672)	(37,665)
Net Operating Expenditure	(4,821)	(4,543)	(4,780)
Revenue Contribution to Capital Outlay	8,015	7,449	7,237
Appropriation to Earmarked Reserves	(3,194)	(2,906)	(2,457)
(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 2025/26 to 2029/30

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
By Portfolio						
Leader: Infrastructure and Corporate Strategy	37,208	9,961	1,644	1,711	-	50,524
Deputy Leader: Planning, Housing and the Local Plan	19,548	14,721	12,839	6,900	4,389	58,397
Children, Young People and SEND	6,301	283	-	-	-	6,584
Climate, Environment and Waste	2,213	-	-	-	-	2,213
Culture, Tourism and Business	4,723	4,275	-	-	-	8,998
Finance, Assets and Investments	5,382	2,100	600	600	600	9,282
Regeneration and Major Projects	19,206	2,996	-	-	-	22,202
Social Care and Healthier Communities	199	-	-	-	-	199
Total	94,780	34,336	15,083	9,211	4,989	158,399

Summary of Capital Expenditure 2025/26 to 2029/30

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
By Area of Investment						
General Fund Housing	800	800	800	800	4,389	7,589
Council Housing Refurbishment	7,897	6,471	6,089	6,100	-	26,557
Council Housing New Build Programme	9,120	5,950	5,950	-	-	21,020
Council Housing Acquisitions Programme	1,731	1,500	-	-	-	3,231
Social Care	199	-	-	-	-	199
Schools	6,301	283	-	-	-	6,584
Enterprise and Regeneration	1,543	125	-	-	-	1,668
Enterprise and Regeneration - funded by the Levelling Up Fund	16,582	2,871	-	-	-	19,453
Enterprise and Regeneration - delivered by Kent County Council	1,081	-	-	-	-	1,081
Southend Pier	4,550	3,750	-	-	-	8,300
Culture and Tourism	207	-	-	-	-	207
Highways and Infrastructure	34,886	7,130	-	-	-	42,016
Works to Property	3,616	2,100	600	600	600	7,516
Energy Saving	150	-	-	-	-	150
Waste	846	-	-	-	-	846
ICT	3,282	2,831	1,644	1,711	-	9,468
S106/S38/CIL	1,989	525	-	-	-	2,514
Total	94,780	34,336	15,083	9,211	4,989	158,399

Summary of Capital Expenditure 2025/26 to 2029/30

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
Funded by						
Borrowing	27,022	16,596	2,244	2,311	600	48,773
Capital Grants	44,615	3,074	800	800	4,389	53,678
Third Party Contributions, including Planning	3,589	525	-	-	-	4,114
Revenue Contribution	288	220	-	-	-	508
GF Capital Receipts	518	-	-	-	-	518
General Fund	76,032	20,415	3,044	3,111	4,989	107,591
Capital Grants	537	-	-	-	-	537
Third Party Contributions	947	-	-	-	-	947
HRA - Revenue Contribution	5,980	4,665	3,570	-	-	14,215
HRA Capital Receipts	4,047	3,110	2,380	-	-	9,537
Major Repairs Reserve	7,237	6,146	6,089	6,100	-	25,572
Housing Revenue Account (HRA)	18,748	13,921	12,039	6,100	-	50,808
Total Funding	94,780	34,336	15,083	9,211	4,989	158,399

Summary of Capital Expenditure 2025/26 to 2029/30

	2025/26	2026/27	2027/28	2028/29	2029/30 and future years	Total
Scheme	£000s	£000s	£000s	£000s	£000s	£000s
Priority Schemes Subject to Viable Business Case						
Coastal Defence Refurbishment Programme	500	500	500	500	500	2,500
Schools - Condition Works (externally funded - indicative amount included)	500	500	-	-	-	1,000
Footways Improvements	1,500	4,000	4,000	4,000	-	13,500
Carriageways Improvements	-	1,500	1,500	1,500	-	4,500
Carriageways Improvements - Potholes	500	500	500	500	-	2,000
New Street Lighting - Column Replacement	50	50	50	50	-	200
Cliffs Stabilisation	500	-	-	-	-	500
Public Toilet Provision	350	350	-	-	-	700
Southend Pier - Condition Works Engineers			1,250	1,250	1,250	3,750
Property Refurbishment Programme	-	-	750	750	750	2,250
Fire Improvement Works	-	-	750	750	750	2,250
HRA Right to Buy - Buybacks Refurbishment	-	-	325	325	325	975
HRA Affordable Housing Acquisitions Programme	-	-	1,500	1,500	1,500	4,500
HRA Disabled Adaptations - Major Adaptions	-	650	650	650	650	2,600
Civic Pride Action Plan - Review of Recycling Provision						-
Climate Change Provision	Will be profiled across the years as and when viable business case is agreed					1,238
Southend Highway Trees						150
Total Priority Schemes Subject to Viable Business Cases (plus investment yet to be costed):						42,613

Summary of Capital Expenditure 2025/26 to 2029/30

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 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
Aviation Way Car Park						336
Local Electric Vehicle Infrastructure Capability Fund						263
ULEV Taxi Infrastructure Scheme						77
Local Electric Vehicle Infrastructure Capital Fund						1,448
Acquisition of Tower Block Leaseholds - Queensway						1,535
Victoria Centre						250
Southchurch Park Community Space Provision						-
Private Sector Housing Strategy						214
Community Capacity						254
Mental Health Funding Stream						241
Social Care Housing Reform						124
Belfairs Woodland Centre Project						109
Clifftown Env Enhancement						33
SELEP Refund re East Sussex County Council Return of Loan						61
Thorpe Hall Avenue						350
Local Surface Water Modelling and Mapping Grant Scheme						44
Total Other Schemes Subject to Viable Business Cases (plus investment yet to be costed):						16,369

Capital Investment Programme

Leader: Infrastructure and Corporate Strategy

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
ICT - Operational Requirements - Microsoft Licences	1,156	1,156	-	-	-	2,312
ICT - Technology Device Refresh	551	525	494	561	-	2,131
My Southend Replacement	400	-	-	-	-	400
Software Licensing	1,175	1,150	1,150	1,150	-	4,625
Total ICT	3,282	2,831	1,644	1,711	-	9,468
Environment Agency Innovation Resilience Programme - Catchment to Coast	400	-	-	-	-	400
Never Never Land and Cliffs Stabilisation - feasibility study	100	-	-	-	-	100
Carriageways Improvements	3,000	1,500	-	-	-	4,500
Footways Improvements	5,000	2,500	-	-	-	7,500
Highways Maintenance	2,643	-	-	-	-	2,643
Junction Protection	100	-	-	-	-	100
Better Queensway - Highways Project Management	415	335	-	-	-	750
Better Queensway - Highways Infrastructure Works	16,335	2,795	-	-	-	19,130
Civic Pride Action Plan - Approach from Victoria Station to High Street	130	-	-	-	-	130
DFT - Belton Way East Cliff Slip	638	-	-	-	-	638
DFT Active Travel - Tranche 5	96	-	-	-	-	96
Safer Roads Fund - A13	3,104	-	-	-	-	3,104
Traffic Signal Green Light Fund	252	-	-	-	-	252
Traffic Signs Upgrade	70	-	-	-	-	70
Car Park Infrastructure Improvements	500	-	-	-	-	500
Parking Bays	40	-	-	-	-	40

Leader: Infrastructure and Corporate Strategy (continued)

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	150	-	-	-	-	150
Southend Transport Model	150	-	-	-	-	150
Total Highways and Infrastructure	33,123	7,130	-	-	-	40,253
CIL Main Fund Allocation - Enhancing Cycle Infrastructure	630	-	-	-	-	630
CIL Ward NA - Milton - Park Street Replacement Bollards	1	-	-	-	-	1
CIL Ward NA - Southchurch - Southchurch Speedwatch	1	-	-	-	-	1
S106 Avenue Works 14/01968/AMDT - Cycleway Improvement	1	-	-	-	-	1
S106 Bellway Homes Prittlebrook 14/00943/FULM - TRO Contribution	2	-	-	-	-	2
S106 North Road and Salisbury Avenue 12/00056/FULM - Highway Works Contribution	2	-	-	-	-	2
S106 Shoebury Garrison 00/00777/OUT Deposit - CCTV	1	-	-	-	-	1
S106 Shoebury Garrison 00/00777/OUT Deposit - Information Boards	2	-	-	-	-	2
S106 Shoebury Garrison 00/00777/OUT Deposit - Sea Wall and Assoc Structure Maintenance	34	-	-	-	-	34
S106 Sunlight Laundry 14/00411/FULM - Highway Works	2	-	-	-	-	2
S278 Bellway Homes Prittlebrook 14/00943/FULM	8	-	-	-	-	8
S278 Star Lane - Great Wakering	54	-	-	-	-	54
S38 Bellway Homes Prittlebrook 14/00943/FULM	2	-	-	-	-	2
S38 Cantel Medical, Campfield Road Taylor Wimpey 23/00030/FULM	59	-	-	-	-	59
S38 Fossetts (const&maint fee)	1	-	-	-	-	1
S38/S278 Southend Airport 09/01960/FULM	3	-	-	-	-	3
Total S106/S38/CIL	803	-	-	-	-	803
Total Capital Investment Schemes	37,208	9,961	1,644	1,711	-	50,524

Capital Investment Programme

Deputy Leader: Planning, Housing and the Local Plan

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
Disabled Facilities	800	800	800	800	4,389	7,589
Total General Fund Housing	800	800	800	800	4,389	7,589
Housing Construction Scheme - Modern Methods of Construction (MMC)	664	-	-	-	-	664
Housing Construction Scheme - Phase 3 (Eagle Way, Shoeburyness)	3,815	-	-	-	-	3,815
Housing Construction Scheme - Phase 4 (Lundy Close, Eastwood)	2,784	-	-	-	-	2,784
Housing Construction Scheme - Phase 5 Feasibility (S106)	40	-	-	-	-	40
Passive House Pilot	1,300	-	-	-	-	1,300
The Cattery, Prittlewell	517	5,950	5,950	-	-	12,417
Total Council Housing New Build Programme	9,120	5,950	5,950	-	-	21,020
Affordable Housing Acquisitions Programme	1,500	1,500	-	-	-	3,000
LAHF - Afghan & Ukraine Resettlement Scheme	156	-	-	-	-	156
Next Steps Accommodation Programme	75	-	-	-	-	75
Total Council Housing Acquisitions Programme	1,731	1,500	-	-	-	3,231
HRA Disabled Adaptations - Major Adaptions	503	-	-	-	-	503
Social Housing Decarbonisation Funding	335	-	-	-	-	335
Bathroom Refurbishment	264	183	191	216	-	854
Central Heating	296	210	350	378	-	1,234
Common Areas Improvement	2,106	2,700	1,404	1,944	-	8,154
Environmental H&S Works	2,160	2,484	1,836	2,050	-	8,530
HRA - SCC Buybacks Refurbishment	325	325	-	-	-	650
Kitchen Refurbishments	114	114	133	324	-	685

Deputy Leader: Planning, Housing and the Local Plan (continued)

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
Remodelling of Tied Accommodation	216	-	-	-	-	216
Rewiring	613	275	780	864	-	2,532
Roofs	242	86	1,201	162	-	1,691
Windows and Doors	723	94	194	162	-	1,173
Total Council Housing Refurbishment	7,897	6,471	6,089	6,100	-	26,557
Total Capital Investment Schemes	19,548	14,721	12,839	6,900	4,389	58,397

Capital Investment Programme Children, Young People and SEND

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
Childcare Expansion	42	-	-	-	-	42
High Needs Provision	6,259	283	-	-	-	6,542
Total Schools	6,301	283	-	-	-	6,584
Total Capital Investment Schemes	6,301	283	-	-	-	6,584

Capital Investment Programme Climate, Environment and Waste

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
Climate Change Projects	150	-	-	-	-	150
Total Energy Saving	150	-	-	-	-	150
Civic Pride Action Plan - Belfairs Park Signage	75	-	-	-	-	75
Playground Gates	32	-	-	-	-	32
Total Culture and Tourism	107	-	-	-	-	107
CIL Main Fund Allocation - Enhancing Children's Play Provision in Public Parks	847	-	-	-	-	847
CIL Ward NA - Blenheim Park - Blenheim Park 'Makeover'	1	-	-	-	-	1
CIL Ward NA - Milton - Milton Park Improvements	2	-	-	-	-	2
CIL Ward NA - Prittlewell - Priory Park Fountains Restoration	8	-	-	-	-	8
CIL Ward NA - Shoeburyness - East Beach and Friars Park Play Equipment	18	-	-	-	-	18
S106 Ajax Works 03/00130/FUL - Landscaping Maintenance	5	-	-	-	-	5
S106 Bellway Homes Prittlebrook 14/00943/FULM - Local Play Facilities	16	-	-	-	-	16
S106 Former South East College 10/00225/FUL - Tree Replacement	11	-	-	-	-	11
S106 Lifstan Way 00/00273/OUT - Open Space Maintenance	65	-	-	-	-	65
S106 North Shoebury Road 03/01504/OUT - Shoebury Park Enhancement	7	-	-	-	-	7
S106 North Shoebury Road 03/01504/OUT - Shoebury Park Maintenance	115	-	-	-	-	115

Climate, Environment and Waste (continued)

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
S106 Shoebury Garrison 00/00777/OUT Deposit - Junior Play Area Maintenance	8	-	-	-	-	8
S106 Shoebury Garrison 00/00777/OUT Deposit - Toddler Play Area Maintenance	6	-	-	-	-	6
S106 Shoebury Garrison Park Store	1	-	-	-	-	1
Total S106/S38/CIL	1,110	-	-	-	-	1,110
Food Waste Collection	846	-	-	-	-	846
Total Waste	846	-	-	-	-	846
Total Capital Investment Schemes	2,213	-	-	-	-	2,213

Capital Investment Programme Culture, Tourism and Business

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
Southend Pier - Condition Works Engineers	1,250	1,250	-	-	-	2,500
Southend Pier - Prince George Extension (Phase Two)	2,300	2,500	-	-	-	4,800
Southend Pier - Timber Outer Pier Head	1,000	-	-	-	-	1,000
Total Southend Pier	4,550	3,750	-	-	-	8,300
Civic Pride Action Plan - Southend-on-Sea Signage	100	-	-	-	-	100
Total Culture and Tourism	100	-	-	-	-	100
CIL Main Fund Allocation - East Beach Inclusive Playground	65	525	-	-	-	590
S106 Hinguar Primary School and Saxon Lodge 14/01672/BC4M - Public Art Contribution	8	-	-	-	-	8
Total S106/S38/CIL	73	525	-	-	-	598
Total Capital Investment Schemes	4,723	4,275	-	-	-	8,998

Capital Investment Programme Finance, Assets and Investments

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
Avro/Viking House Demolition	32	-	-	-	-	32
Civic Centre Boiler Works - Phase 2	115	-	-	-	-	115
Civic Campus - Efficient Use of Space	100	-	-	-	-	100
Civic Two Demolition	375	-	-	-	-	375
Fire Improvement Works	750	750	-	-	-	1,500
Palace Theatre (Dixon Studio) - RAAC	245	-	-	-	-	245
Priority Works	600	600	600	600	600	3,000
Property Refurbishment Programme	750	750	-	-	-	1,500
Seaways - Homes England Condition Funding	99	-	-	-	-	99
Victoria Centre	550	-	-	-	-	550
Total Works to Property	3,616	2,100	600	600	600	7,516
Bus Service Improvement Plan	1,763	-	-	-	-	1,763
Total Highways and Infrastructure	1,763	-	-	-	-	1,763
S106 Essex House 15/00521/FULM - Bus Stop Improvement	3	-	-	-	-	3
Total S106/S38/CIL	3	-	-	-	-	3
Total Capital Investment Schemes	5,382	2,100	600	600	600	9,282

Capital Investment Programme Regeneration and Major Projects

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 and future years £000s	Total £000s
Airport Business Park	440	125	-	-	-	565
Better Queensway - Programme Management	1,000	-	-	-	-	1,000
Queensway Footbridge	103	-	-	-	-	103
No Use Empty - Growing Places Fund	1,000	-	-	-	-	1,000
UK Shared Prosperity Fund	81	-	-	-	-	81
Total Enterprise and Regeneration	2,624	125	-	-	-	2,749
Cliffs Pavillion - Levelling Up Funding	5,013	-	-	-	-	5,013
Leigh Port Detailed Design and Construction	9,886	2,871	-	-	-	12,757
Marine Parade - Levelling Up Funding	1,683	-	-	-	-	1,683
Total Enterprise and Regeneration - Funded by the Levelling Up Fund	16,582	2,871	-	-	-	19,453
Total Capital Investment Schemes	19,206	2,996	-	-	-	22,202

Capital Investment Programme Social Care and Healthier Communities

Scheme	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 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

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 nine Councillors, who each have the responsibility for different areas of the Council's work called Portfolios.

Cabinet Members as at 1st April 2025 are listed below.

Portfolio	Cabinet Member	Substitute
Leader: Infrastructure and Corporate Strategy	Cllr Daniel Cowan	Cllr Paul Collins
Deputy Leader: Planning, Housing and the Local Plan	Cllr Anne Jones	Cllr Kevin Robinson
Children, Young People and SEND	Cllr Laurie Burton	Cllr Lydia Hyde
Climate, Environment and Waste	Cllr Lydia Hyde	Cllr Anne Jones
Community Safety	Cllr Martin Terry	Cllr Maxine Sadza
Culture, Tourism and Business	Cllr Matt Dent	Cllr Martin Terry
Finance, Assets and Investments	Cllr Paul Collins	Cllr Daniel Cowan
Regeneration and Major Projects	Cllr Kevin Robinson	Cllr Matt Dent
Social Care and Healthier Communities	Cllr Maxine Sadza	Cllr Laurie Burton

Officers (as at 1 April 2025)

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, Young People and SEND Public Health Adult and Community Learning
Gary Perry-Ambrose Senior Finance Business Partner Environment & Place garyperry-ambrose@southend.gov.uk	Car Parks and All Car Parking Matters Transport (Including Concessionary Fares, Transport Policy and Licensing) Highways, Structures, Sea Defences, and Engineering Planning, Housing and the Local Plan (including HRA) Climate, Environment and Waste Community Safety and Regulatory Services Business Growth and Economic Development
Elizabeth Helm Senior Finance Business Partner Adult Social Care, Communities & Culture elizabethhelm@southend.gov.uk	Social Care and Healthier Communities (excluding Public Health) Culture & Tourism
Matthew Weller Corporate Finance Manager matthewweller@southend.gov.uk	Corporate Planning and Strategic Direction Corporate Governance, Legal Services and Land Charges Digital and Technology, Emergency Planning and Business Continuity Customer Contact and Registration Services Human Resources, Learning And Workforce Development Finance, Assets and Investments (excluding Public Transport and Concessionary Fares) Democratic Services, Civic Affairs, and Constitutional Matters Transformation and Corporate Project Management

Officers (as at 1 April 2025)

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
Fiz (Elizabeth) Anslow Finance Development Manager: Strategy, Systems & Reporting elizabethanslow@southend.gov.uk	Investments and Savings Initiatives Collection Fund Medium Term Financial Forecast Contingency and Reserves Budget Monitoring
Caroline Fozzard Head of Corporate Finance carolinefozzard@southend.gov.uk	Levies Financing Costs Capital Programme
Pete Bates Director of Financial Services petebates@southend.gov.uk	Budget Strategy