Southend-on-Sea City Council

Budget Book 2026/27

1 April 2026 to 31 March 2027

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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 three-year funding settlement for Local Government for 2026/27 to 2028/29 is the first multi-year settlement in a decade. It starts the implementation of the Government's Fair Funding Review 2.0 and includes:

- A new, evidence-based formula for assessing local needs, reflecting deprivation and cost differences.
- Reform of business rates distribution, with past growth (since 2013) being redistributed and future growth being retained locally until the next reset.
- Full equalisation of revenue-raising capacity across councils with the Government intending to compensate areas with weaker tax bases.

Like all local authorities, SCC has seen a decline in the amount of funding it receives from central government grant. This represents a significant challenge to our ambitions and service delivery intentions.

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 few years. Regular updates have been provided to Cabinet in each of SCC's financial performance reports for the periods to the end of July 2025 and September 2025. The latest position as at November 2025 was considered by Cabinet at its meeting on 19 January 2026.

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 2026/27 was published on 9 February 2026 and included indicative Core Spending Power (CSP) illustrations for 2027/28 and 2028/29. 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' to summarise an estimated total level of additional resources available to local authorities. The local government financial settlement indicates that the average national increase in CSP for local authorities over the next three years will be:

- **6.1%** in 2026/27
- **4.3%** in 2027/28
- **4.4%** in 2028/29

The estimated increase in CSP for SCC over the next three years, and how it compares to the national average, is as follows:

- **5.1%** in 2026/27 (↓ 1.0%)
- **3.0%** in 2027/28 (↓ 1.3%)
- **3.4%** in 2028/29 (↓ 1.0%)

This clearly represents a significant future financial sustainability challenge. The geographical and operating landscape is also set to significantly change. The Government confirmed in March 2026 that its minded-to decision is to proceed with a five unitary authority (5UA) model across Greater Essex. This represents a major structural change and will have important financial, operational and strategic implications for SCC over the medium term. 2026/27 will be a critical year as SCC prepares for the transition to creating a new Unitary Authority for South East Essex from 2028/29.

Within this context it remains vital to reassess, understand and continue to 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 and other agencies to deliver our agreed vision for our city, evaluate local economic factors 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.

SCC's net budget of £201.570 million is funded by Council Tax £115.685 million (57.4%), Business Rates £42.503 million (21.1%) and Revenue Support Grant £42.382 million (21.0%). The final budget for 2026/27 that was approved by Council on 26 February 2026 agreed the following:

- A General Fund revenue budget of £201.570 million.
- Revenue budget investment totalling £20.885 million.
- Revenue budget savings and income generation initiatives totalling £6.125 million.
- A 4.99% increase in the Council Tax level for 2026/27, being a 2.99% general rise and a 2.0% rise on the Adult Social Care precept.
- The 2026/27 revenue budget has been prepared based on using £1.000 million from accumulated Collection Fund surpluses.
- A Capital Investment Programme for 2026/27 to 2030/31 of £191.659 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 £28.5 million for the period 2026/27 to 2030/31.

The full detail of the integrated revenue and capital budget for 2026/27 is set out in the following pages.

Summary of General Fund Revenue Estimates

	Revised Budget 2025/26 £000s	Probable Outturn 2025/26 £000s	Original Budget 2026/27 £000s
Portfolios			
Leader: Infrastructure and Corporate Strategy	8,103	8,164	6,973
Deputy Leader: Housing and Planning	2,308	3,014	5,715
Business, Culture, Music and Tourism	7,748	7,595	7,852
Children, Learning and SEND	51,970	60,812	57,327
Climate, Environment and Waste	25,070	25,597	24,748
Community Safety and Regulatory Services	14,667	13,522	12,434
Finance, Assets and Public Transport	11,270	10,959	10,465
Regeneration and Law and Governance	4,274	4,007	4,272
Social Care and Healthier Communities	61,096	64,747	66,054
Portfolio Net Expenditure	**186,506**	**198,417**	**195,840**
Levies	865	876	940
Contingency	1,655	423	6,100
Financing Costs	12,582	12,636	13,262
Total Net Expenditure	**201,608**	**212,352**	**216,142**
Contribution to / (from) Earmarked Reserves	(8,671)	(8,671)	(2,550)
Revenue Contribution to Capital	288	288	-
Non-Service Specific Grants	(28,166)	(31,693)	(12,022)
Total Budget Requirement	**165,059**	**172,276**	**201,570**
Met from:			
Revenue Support Grant	(7,799)	(7,799)	(42,382)
Business Rates	(46,388)	(47,263)	(42,503)
Collection Fund Surplus	(1,400)	(1,400)	(1,000)
Council Tax Requirement	**109,472**	**115,814**	**115,685**
Council Tax	(92,286)	(92,286)	(96,184)
Adult Social Care Precept	(17,186)	(17,186)	(19,501)
	(109,472)	**(109,472)**	**(115,685)**

The revised budget and probable outturn are as reported to Cabinet on 19 January 2026. It is anticipated that the current forecast overspend will be met by Council reserves, although management actions to reduce expenditure continue.

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

Subjective Summary

	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Expenditure			
Employees	108,226	106,281	109,695
Premises	11,161	11,691	10,949
Transport	1,406	1,545	1,315
Supplies & Services	60,603	62,108	67,089
Third Party Payments	159,200	176,412	176,041
Transfer Payments	84,741	84,752	80,652
Special Items	200	180	200
Capital Finance Charges	12,582	12,635	13,262
Expenditure Total	**438,119**	**455,604**	**459,203**
Income			
Government Grants	(217,967)	(222,926)	(223,891)
Other Grants & Reimbursements	(25,016)	(26,718)	(26,127)
Council Tax	(109,472)	(109,472)	(115,685)
Business Ratepayers	(20,122)	(20,125)	(29,632)
Sales, Fees & Charges	(47,000)	(51,473)	(51,475)
Rents	(6,748)	(6,758)	(6,778)
Recharges to Housing Revenue Account	(1,751)	(1,763)	(1,804)
Other Internal Charges	(260)	(244)	(260)
Income Total	**(428,336)**	**(439,479)**	**(455,652)**
Net Expenditure/(Income)	**9,783**	**16,125**	**3,551**
Contribution to / (from) earmarked reserves etc	(8,671)	(8,671)	(2,551)
Revenue Contributions to Capital	288	288	0
Contribution to / (from) collection fund surplus	(1,400)	(1,400)	(1,000)
Net Budget / Outturn	**0**	**6,342**	**0**

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

Objective Summary: All Portfolios

	2025/26						2026/27		
	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	22,355	(14,253)	8,102	22,894	(14,731)	8,163	21,488	(14,515)	6,973
Deputy Leader: Housing and Planning	9,163	(6,854)	2,308	9,700	(6,685)	3,014	9,140	(3,425)	5,715
Business, Culture, Music and Tourism	12,259	(4,511)	7,748	12,272	(4,677)	7,595	11,624	(3,772)	7,852
Children, Learning and SEND	138,056	(86,086)	51,970	147,978	(87,166)	60,812	146,066	(88,739)	57,327
Climate, Environment and Waste	31,642	(6,572)	25,070	31,205	(5,608)	25,597	30,961	(6,213)	24,748
Community Safety and Regulatory Services	16,717	(2,049)	14,668	15,993	(2,630)	13,363	15,423	(2,988)	12,434
Finance, Assets and Public Transport	79,165	(67,895)	11,270	79,812	(68,853)	10,959	78,623	(68,157)	10,465
Regeneration and Law and Governance	5,384	(1,110)	4,275	5,427	(1,260)	4,168	5,438	(1,165)	4,272
Social Care and Healthier Communities	106,467	(45,370)	61,096	115,144	(50,396)	64,747	120,148	(54,094)	66,054
Grand Total	**421,207**	**(234,699)**	**186,508**	**440,424**	**(242,005)**	**198,419**	**438,909**	**(243,069)**	**195,840**

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

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
Non-Portfolio and Cross-Organisational Pressures			
01-COP	**Staffing Establishment Costs 2026/27** £3.3 million has been provided for a pay award of up to 3.2% based on the award for 2025/26 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**]	-	3,300
02-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. *This sum includes the capital financing costs of the Tree Planting Programme as set out in paragraphs 4.12 and 4.13 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025.* [**X-Council: EDFR**]	-	1,030
03-COP	**Contractual Inflation (Not Energy Related)** This amount will be allocated to our Corporate Contingency budget initially and drawn upon by services throughout 2026/27 to fund increases in contractual costs as a result of inflation clauses within the relevant contracts. Services will be expected to try to manage their 3rd Party contracts as cash limited budgets at 2025/26 levels wherever possible. [**X-Council: EDFR**]	-	600

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
04-COP	**Energy Inflation Costs 2026/27** This amount will be allocated to our Corporate Contingency budget initially and drawn upon by services throughout 2026/27 to fund inflationary increases in estate energy costs. Services will be expected to try to manage their energy consumption as cash limited budgets at 2025/26 levels wherever possible. [**X-Council: EDFR**]	-	600
05-COP	**Contingency Replenishment** Given the commitment to permanently resolve historical base revenue budget deficits across key statutory services – it is essential that the Council retains some flexibility to support new unforeseen pressures in 2026/27. This is the minimum replenishment value that the s151 Officer has determined to be financially affordable within the overall balancing of the Council's Revenue Budget for 2026/27. [**X-Council: EDFR**]	-	250
06-COP	**Levies** Essex County Council have provided the Council with an estimate of the increases in the Coroners Court Levy in 2026/27. Notification of Environment Agency and Kent & Essex Fisheries levies has not been received at this time, but it is estimated that those levies will increase by 2% and 3% respectively. An estimate of £0.075M has been provided to cover all the expected inflationary increases in these levies. [**EDFR**]	-	75
	Cross-Organisational Pressures Total	**-**	**5,855**

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
Pressures Specific to Portfolio Services			
Leader: Infrastructure and Corporate Strategy			
01-L	**Civil Enforcement Officers (CEOs)** *This is one of nine permanent increases in the revenue base budget as per recommendation 2.2 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025*. The investment proposal as at paragraph 4.6 of that report was "To enhance CEO recruitment to improve road safety through improved parking compliance, especially around our schools" [**EDEP**]	-	105
02-L	**Civic Pride: Cleansing Street Signs and Furniture** *This is one of nine permanent increases in the revenue base budget as per recommendation 2.2 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025*. The investment proposal as at paragraph 4.2 of that report was "To provide an annual revenue budget for the cleansing of street furniture and signs to enhance the Civic Pride of our City" [**EDEP**]	-	50
03-L	**Digital Systems** There has been historic pressure on the budget which funds Granicus - 'your say Southend' and the digital e-newsletter. Additional budget is required to continue these services that support resident engagement. [**EDSC**]	-	30
	Leader: Corporate Matters and Performance Delivery Total	**-**	**185**

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
Deputy Leader: Housing and Planning			
01-DL	**Empty Homes** *This is one of nine permanent increases in the revenue base budget as per recommendation 2.2 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025*. The investment proposal as at paragraph 4.10 of that report was "To recruit an additional empty homes officer (apprentice/care leaver) to assist with the current issues we are facing in this area." [**EDEP**]	0.72	25
	Deputy Leader: Housing and Planning Total	**0.72**	**25**
Business, Culture, Music and Tourism			
01-BCMT	**Additional Location Based Staff** Additional funding across library and cultural services to enable a peripatetic approach across library and cultural services. This will add capacity to staff numbers and ensure services maintain public opening hours. This additional funding will be targeted at new apprentices and care leavers. [**EDAC**]	2.58	125

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
02-BCMT	**Outdoor Sports Coordinators** *This is one of nine permanent increases in the revenue base budget as per recommendation 2.2 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025*. The investment proposal as at paragraph 4.7 of that report was "To recruit to three outdoor sports co-ordinators (apprentices and care leavers) to work across our parks and leisure services. Enhancing, developing and increasing access to outdoor leisure activities as well as the management of playing surfaces, bookings and relationships with local clubs and groups." [**EDAC**]	2.17	75
	Business, Culture, Music and Tourism Total	**4.75**	**200**

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
Children, Learning and SEND			
01-CLSEND	**Children's Structural Deficit Considerations** Alignment of the 2026/27 budget with pressures that have been recognised and reported during 2025/26. The continued aim is to increase our inhouse foster care capacity and safely reduce the numbers of children in care, as reported throughout 2025/26. The main contributing factor to the Children Services forecast overspend is the cost of residential placements, providing homes for our children in care with the most complex needs, including several high cost supported accommodation placements and a current sustained reliance on external foster care placements. This investment alongside achieving the remaining full year effect placement savings, including a reduced reliance on residential care placements going forward will assist in mitigating Children Social Care external care placements opening financial pressures into 2026/27. Smaller allocations from this investment will also be used to right size other 2025/26 funding pressures in relation to providing essential support costs for safeguarding the welfare of Children in Need (under Section 17) at £0.3M and means tested allowance to support Special Guardianship orders under the assessment of Children Services at £0.2M. The latter is crucial for enabling a child to live with a designated special guardian until they reach the age of 18. [**EDCPH**]	-	5,650
02-CLSEND	**SEND Home to School Transport** The increase in demand for travel assistance is driven by a notable rise in children identified with Special Educational Needs and Disabilities (SEND). In the last year alone up to the end of December 2025 there has been a further significant growth of 24% in Educational Health and Care Plans, which has contributed to an increase in eligible applications for transport. [**EDCPH**]	-	500

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
03-CLSEND	**Personal Assistant Posts** Personal Assistants (PAs) have a crucial role to ensure each Child in Care is well supported as they transition into adulthood. Caseloads per worker have dramatically increased following a change in statutory regulations which now require every Child in Care from the age of 16 up to 25 to have a dedicated PA. Previously PAs focussed their support on young people aged 18 to 21. This means more PAs are required to support children leaving our care and to keep individual PA caseloads manageable. Short term funding has been used in 2025/26 to add PA capacity (7 FTE) but based on forecast Child in Care numbers permanent investment for 3 PAs is required. Without this additional budget allocation, caseloads per worker will be above good practice and acceptable Office for Standards in Education (OFSTED) case levels and the retention of staff within the team would likely suffer. One-off funding from reserves will continue in 2026/27 to support 4 additional PAs dependent on caseloads. [**EDCPH**]	2.89	140
04-CLSEND	**Care Leavers** Funding to support the implementation of the widened Council Tax exemption policy effective from the 1 April 2026 for Southend Care Leavers aged 18-21. This proposal expands the Council tax exemption to include any Southend Care Leaver aged 18-21 who resides outside of Southend. [**EDCPH**]	-	40

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
05-CLSEND	**Community Access Grant for Children with Disabilities** *This is one of nine permanent increases in the revenue base budget as per recommendation 2.2 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025*. A successful pilot project in 2025/26 established clear eligibility criteria and enhanced this element of offer by £25k. This proposal seeks a permanent additional investment of £25k to enable the offer to be rolled beyond the pilot year. A panel established as part of the pilot project will allocate the funding based on the eligibility criteria and need. [**EDCPH**]	-	25
06-CLSEND	**Inhouse Foster Care** Subject to case-by-case agreement of the Fostering service this funding will support inhouse foster carers with 1 months' rent, deposit and moving costs where a rental move will enable the foster carer to have an additional bedroom space to foster an additional child. This policy will also apply to a foster carer's own older child (young adult) if they need assistance to move out to a rental property which in turn creates an additional bedroom space for fostering a child in the foster carers existing rental property. [**EDCPH**]	-	10
	Children, Learning and SEND Total	**2.89**	**6,365**

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
Climate, Environment and Waste			
01-CEW	**Environment Structural Deficit Considerations** Alignment of the 2026/27 budget with pressures that have been recognised and reported during 2025/26. This net extra permanent investment into the revenue base will right size the income targets for the Cemetries and Cremation Service as part of a major review of the service offer and pricing strategy. Investment is also being made to provide infrastructure to make our roads safer by preventing and deterring dangerous/illegal driving practices and ensure appropriate Traffic Offences Enforcement is undertaken. [**EDEP**]	-	400
02-CEW	**Tree Planting Programme – Running Costs** *This is one of nine permanent increases in the revenue base budget as per recommendation 2.2 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025*. The investment proposal is for the annual maintenance costs associated with the planting of the new trees. [**EDEP**]	-	25
	Climate, Environment and Waste Total	**-**	**425**
Community Safety and Regulatory Services			
01-CSRS	**Community Safety** *This is one of nine permanent increases in the revenue base budget as per recommendation 2.2 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025*. The investment proposal as at paragraph 4.1 of that report was "To employ five new permanent Community Safety Officers within the Community Safety Team to tackle antisocial behaviour throughout the city and improve enforcement of our five Public Space Protection Orders" [**EDEP**]	3.94	200

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
02-CSRS	**Grant to Organisations for Anti-Social Behaviour Prevention** *This is one of nine permanent increases in the revenue base budget as per recommendation 2.2 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025*. The investment proposal as at paragraph 4.4 of that report was "An annual budget to provide community groups access to small grants where an event or initiative can demonstrate it will lead to reduced anti-social behaviour. Grants to be allocated via the Community Safety Partnership." [**EDEP**]	-	10
	Community Safety and Regulatory Services Total	**3.94**	**210**
Social Care and Healthier Communities			
01-SCHC	**ASC Provider Inflationary Uplift: National Living Wage** Annual uplift negotiations linked to living wage and inflation for the adult social care market. [**EDAC**]	-	3,300
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**]	-	1,850

2026/27 Unavoidable Cost Pressures

Reference	Justification	FTE Impact	2026/27 Total £000
03-SCHC	**Adults Structural Deficit Considerations** Alignment of the 2026/27 budget with pressures that have been recognised and reported during 2025/26. Areas addressed are new demand for key service areas such as older people services and mental health support in numbers and specialist support services. It also addresses the increased demand for care and support for people with depleted assets previously self-funding their own care. [**EDAC**]	-	1,500
04-SCHC	**Commissioning Team** Commissioning team to be funded by the general fund releasing Local Authority Better Care Grant to deliver adult social care efficiencies. [**EDAC**]	-	900
05-SCHC	**Severe & Multiple Disadvantage Service (SMDS)** Permanent investment to compensate for the discontinuation of grant. [**EDAC**]	-	50
06-SCHC	**Pensioner Support Grants** *This is one of nine permanent increases in the revenue base budget as per recommendation 2.2 of the Additional Budget Considerations – 2025/26 report to Cabinet on 10 April 2025*. The investment proposal as at paragraph 4.3 of that report was "To provide an annual sum that will provide additional grant funding for local pensioner support groups across the city." [**EDAC**]	-	20
	Social Care and Healthier Communities Total	**-**	**7,620**
	Total Pressures Specific to Portfolio Services		**15,030**

2026/27 Unavoidable Cost Pressures

Summary by Portfolio Service	FTE Impact	2026/27 Total £000
Cross-Organisational Pressures	-	5,855
Leader: Infrastructure and Corporate Strategy	-	185
Deputy Leader: Housing and Planning	0.72	25
Business, Culture, Music and Tourism	4.75	200
Children, Learning and SEND	2.89	6,365
Climate, Environment and Waste	-	425
Community Safety and Regulatory Services	3.94	210
Finance, Assets and Public Transport	-	-
Regeneration and Law and Governance	-	-
Social Care and Healthier Communities	-	7,620
Unavoidable Cost Pressures Total	**12.30**	**20,885**

Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2026/27 £000	2027/28 £000	2028/29 £000
Corporate Initiatives					
COI-01	**Triennial Pension Valuation** Every three years there is a review of the Council's requirement for employer superannuation contributions to the Essex Pension Fund for employees of Southend on Sea City Council. Negotiations have now concluded with a significantly better position for the Council than was originally offered by the Pension Fund actuaries, which has resulted in an annual reduction in our employer superannuation contributions from 2026/27 and up to and including 2028/29. [**X-Council: EDFR**]	-	(1,500)	(1,500)	(1,500)
COI-02	**Transformation Programme** Delivery of efficiencies through the Transformation Strategy. The 2026/27 programme includes projects on Third Party spend, Zero Based Budgeting and Activity Analysis as well as the continuation of the One Council (service redesign), Data Transformation, Estates, Children's Services Commissioning, My Southend (resident access) and Business World (internal corporate systems) projects. **[X-Council: EDSC]**	TBD	(750)	(750)	(750)
	Corporate Initiatives Total	**-**	**(2,250)**	**(2,250)**	**(2,250)**

Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2026/27 £000	2027/28 £000	2028/29 £000
Efficiency and Productivity					
EAP-01	**Civic Centre Building Security** The proposal is to cease the manual security contract overnight from 10pm each evening until 6am the following day, seven days a week. Staff and Councillor access will be from 7am to 9pm to allow time for opening and closing. Arrangements will be in place for later closing for Council meetings (including scrutiny and cabinets that are expected to run later) and for certain events such as the concert series. Out of hours cover is in place via South Essex Property Services, Facilities Management and Emergency resilience teams along with oversight by the CCTV control room. There has been the need for one-off investment in security equipment, which is already funded and is currently in place. [**EDFR**]	-	(50)	(50)	(50)
EAP-02	**Public Toilets Efficiencies** A review of public toilets has commenced and the expectation is that efficiency savings of circa £60,000 a year can be delivered through the review of the maintenance of these toilets. This saving will not lead to any change in service or closure of toilets. For 2026/27 it will be part year only saving of £30,000. [**EDFR**]	-	(30)	(60)	(60)
	Efficiency and Productivity Total	**-**	**(80)**	**(110)**	**(110)**

Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2026/27 £000	2027/28 £000	2028/29 £000
Organisational Redesign					
ORE-01	**Restructure of some functions within Financial Services** Proposal to delete 6 posts across Benefits, Insurance and Accountancy Services. 5 of these posts are vacant. [**EDFR**]	-5.29	(250)	(250)	(250)
ORE-02	**Human Resources Restructure** Staffing posts reduction through restructure (redesign completed in December 2025 so saving is full year effect). [**EDSC**]	-5.48	(200)	(200)	(200)
ORE-03	**Review of staffing arrangements - Regulatory Services, Traffic & Parking** Delete 2.68 FTE vacant posts across these service areas. Fund another eligible FTE post from Selective Licensing income which will deliver an additional £66,000 benefit to the General Fund. [**EDEP**]	-2.99	(160)	(160)	(160)
ORE-04	**Review of Children Social Care and Public Health Staffing** Remove 2.2 FTE posts (1.2FTE vacant) and meet the statutory duties delivered by one of these roles by absorbing the functions into an existing team. Full year estimated saving £140,000. Estimated saving for 2026/27 is circa £120,000 due to time required to implement. [**EDCPH**]	-2.20	(120)	(140)	(140)
ORE-05	**Culture/Adult Social Care Staffing Review** Delete 1.07 FTE vacant posts within Adult Social Care prevention and recovery services aligned to improved initial contact prevention, information and advice performance. Delete a 0.5 FTE vacant post aligned to a restructure of management of the Culture service. [**EDAC**]	-1.67	(95)	(95)	(95)

Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2026/27 £000	2027/28 £000	2028/29 £000
ORE-06	**Policy and Customer Experience Staffing** Removal of 3.0 FTE posts in Customer Experience (2.0 FTE vacant). Estimated £115,000 full year saving, adjusted to £80,000 for part year in 2026/27. [**EDSC**]	-3.00	(80)	(115)	(115)
ORE-07	**Customer Channel Shift** To redirect customers to the use of online direct forms to improve customer responsiveness and record keeping. This will be enabled by the removal of @Southend and other generic Council email inboxes - £150,000 full year saving adjusted to 50% for year 1 (2026/27). [**EDSC**]	-4.00	(75)	(150)	(150)
	Organisational Redesign Total	**-24.63**	**(980)**	**(1,110)**	**(1,110)**
Service Offer Funding Changes					
SOF-01	**Children and Public Health Staffing** Utilise eligible grant to fund 1.8 FTE posts in Supporting Families. [**EDCPH**]	-	(90)	(90)	(90)
SOF-02	**Carers Service** The current Carer's services will continue, this saving represents the identification of new grant funding which can be utilised, reducing the revenue base budget requirement by the same value. [**EDAC**]	-	(50)	(50)	(50)

Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2026/27 £000	2027/28 £000	2028/29 £000
SOF-03	**Family Matters** The total contract is £87,000 pa currently funded by £57,000 Dedicated Schools Grant (DSG) historic commitment contribution and £30,000 from the Council's general fund budget. The DSG historic commitment contribution will no longer exist in 2026/27 as the Department of Education have been unwinding this funding nationally, as part of changes under the National Funding Formula for Schools. To enable this service to continue, alternative full grant funding has been identified to support the work from 1 April 2026. This new arrangement will deliver a £30,000 general fund budget saving. [**EDCPH**]	-	(30)	(30)	(30)
	Service Offer Funding Changes Total	**-**	**(170)**	**(170)**	**(170)**
Third Party Payments / Contractual Arrangements					
TPP-01	**Adult Social Care - Contract Negotiation** Re-negotiation of contracts for Adult Social Care placements (annual total contracts value around £73M). [**EDAC**]	-	(100)	(100)	(100)
TPP-02	**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)

Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2026/27 £000	2027/28 £000	2028/29 £000
TPP-03	**Adult Social Care - Third-Party Top-Ups** Review and rewrite the third-party top-up policy to ensure value for money. [**EDAC**]	-	(50)	(50)	(50)
TPP-04	**Direct Payments Service** Insource Direct Payments service (SCC or SCL) at end of current contract. [**EDAC**]	-	(50)	(50)	(50)
TPP-05	**Corporate Subscriptions** Reduction in the value of corporate subscriptions. [**EDFR**]	-	(10)	(10)	(10)
	Third Party Payments / Contractual Arrangements Total	**-**	**(260)**	**(260)**	**(260)**
Income Generation Capability					
IGC-01	**Grant Funding** Utilise funding of £1.6M Disabled Facilities Grant (DFG) on cost of equipment store and eligible equipment costs, releasing £0.8M general fund revenue budget and £0.8M Better Care Fund (BCF) funding. [**EDAC**]	-	(1,600)	(1,600)	(1,600)
IGC-02	**Adult Social Care Client Contributions** Expected increase in client contributions which is directly related to the rise in cost of delivery. [**EDAC**]	-	(260)	(535)	(815)
IGC-03	**Increased Fees and Charges Yield** Medium Term Financial Plan (MTFP) assumed increase in yield from fees and charges. [**X-Council**]	-	(250)	(750)	(1,250)

Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2026/27 £000	2027/28 £000	2028/29 £000
IGC-04	**Commercial Property Income** Additional income from corporate property lettings and renewal of leases. [**EDFR**]	-	(125)	(125)	(125)
IGC-05	**Airport Business Park Launchpad** Repayments related to invest to save support provided in 2022/23 and 2023/24. [**EDEP**]	-	(50)	(60)	(60)
IGC-06	**Electric Vehicle (EV) Income** New additional EV income. [**EDEP**]	-	(15)	(15)	(15)
IGC-07	**Planning Income** Commit to an extra £10,000 of Planning Performance Agreement (PPA) income for 2026/27 (one-year only). [**EDEP**]	-	(10)	-	-
	Income Generation Capability Total	**-**	**(2,310)**	**(3,085)**	**(3,865)**
	Total 2026/27 Budget Saving / Income Generation Proposals	**-24.63**	**(6,050)**	**(6,985)**	**(7,765)**

Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2026/27 £000	2027/28 £000	2028/29 £000
Agreed Savings from Prior Years					
IGC-07 (2526)	**Passenger Transport Office and Fleet (Adjusted)** Relocate from third party contract into Tickfield from January 2026 with a part year effect of £20,000 in 2025/26. An updated assessment has reduced the full year effect to £45,000 (down from £90,000). [**EDFR**]	-	(25)	(25)	(25)
IGC-10 (2425)	**Electric Vehicle (EV) Charging Opportunities (Adjusted)** Install EV charging points and receive commission on charging. [**EDEP**]	-	(50)	(50)	(50)
	Agreed Savings from Prior Years Total	**-**	**(75)**	**(75)**	**(75)**

	Grand Total 2026/27 Budget Savings / Income Generation *plus* Agreed Savings from Prior Years	**-24.63**	**(6,125)**	**(7,060)**	**(7,840)**

Basic Amounts Of Council Tax

	2025/26 Revised £	2026/27 £
Budget Requirement		
Southend-on-Sea City Council element	165,059,450	201,570,614
Leigh-on-Sea Town Council element	484,790	543,431
	165,544,240	202,114,045
Retained Business Rates	(46,388,000)	(42,503,000)
Revenue Support Grant	(7,799,000)	(42,382,000)
Use of Reserves	0	0
Council Tax Surplus - Southend-on-Sea Borough Council element	(1,400,000)	(1,000,000)
Demand on Collection Fund	109,957,240	116,229,045
Council Tax Base	60,860.63	61,258.91
Council Tax Base - Leigh-on-Sea Town Council	9,104.04	9,149.67
Southend-on-Sea Borough Council Basic Amount of Band D Council Tax *(average across the Borough including Leigh-on-Sea)*	1,806.71	1,897.34
Southend-on-Sea Borough Council - Tax Band D	1,798.74	1,888.47
Leigh-on-Sea Town Council - Tax Band D	53.25	59.39
Precepts		
Essex Police & Crime Commissioner	15,846,282	16,865,191
Essex Fire Authority	5,329,565	5,667,674
Essex Police & Crime Commissioner - Tax Band D	260.37	275.31
Essex Fire Authority - Tax Band D	87.57	92.52
Total Council Tax Band D		
Leigh-on-Sea Town Council	2,199.93	2,315.69
All other parts of the Borough	2,146.68	2,256.30

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

Council Tax Bands 2026/27

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	1,046.75	212.23	1,258.98	183.54	61.68	1,504.20	39.60	1,543.80
B	£40,000 to £52,000	1,221.21	247.60	1,468.81	214.13	71.96	1,754.90	46.19	1,801.09
C	£52,000 to £68,000	1,395.67	282.97	1,678.64	244.72	82.24	2,005.60	52.79	2,058.39
D	£68,000 to £88,000	1,570.13	318.34	1,888.47	275.31	92.52	2,256.30	59.39	2,315.69
E	£88,000 to £120,000	1,919.05	389.08	2,308.13	336.49	113.08	2,757.70	72.59	2,830.29
F	£120,000 to £160,000	2,267.97	459.82	2,727.79	397.67	133.64	3,259.10	85.79	3,344.89
G	£160,000 to £320,000	2,616.88	530.57	3,147.45	458.85	154.20	3,760.50	98.99	3,859.49
H	£320,000 plus	3,140.26	636.68	3,776.94	550.62	185.04	4,512.60	118.79	4,631.39

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

Collection Fund Estimate

	Estimate 2025/26 £000s	Estimate 2026/27 £000s
Income		
Council Tax	131,133	138,762
Non Domestic Rates collectable	94,670	86,740
Income Total	**225,803**	**225,502**
Expenditure		
Precepts		
Southend-on-Sea City Council	109,472	115,686
Essex Police & Crime Commissioner	15,846	16,865
Essex Fire Authority	5,330	5,668
Leigh Town Council	485	543
Precepts Sub-total	***131,133***	***138,762***
Business Rates		
Payable to Central Government	47,335	43,370
Retained by Southend-on-Sea	46,388	42,503
Passed to Essex Fire Authority	947	867
Business Rates Sub-total	***94,670***	***86,740***
Expenditure Total	**225,803**	**225,502**

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 1st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1st April 2026 £000s	Movements 2026/27 £000s	Estimated Balance at 1st April 2027 £000s
General Reserve	11,000	1,000	12,000	0	12,000
HRA General Reserve	3,502	0	3,502	0	3,502
Earmarked Reserves	98,427	(9,446)	88,981	(11,112)	77,869
Total Available Reserves	**112,929**	**(8,446)**	**104,483**	**(11,112)**	**93,371**

Breakdown of Earmarked Reserves	Balance at 1st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1st April 2026 £000s	Movements 2026/27 £000s	Estimated Balance at 1st April 2027 £000s
Capital Reserves					
Capital Reserve	4,685	(629)	4,056	(118)	3,938
Interest Equalisation Reserve	2,522	(325)	2,197	(97)	2,100
MRP Equalisation Reserve	2,832	0	2,832	(82)	2,750
Capital Reserves Sub-total	**10,039**	**(954)**	**9,085**	**(297)**	**8,788**

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

Breakdown of Earmarked Reserves	Balance at 1st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1st April 2026 £000s	Movements 2026/27 £000s	Estimated Balance at 1st April 2027 £000s
Corporate Reserves					
Business Initiatives Reserve	3,000	(719)	2,281	(1,264)	1,017
Business Rates Retention Reserve	1,089	0	1,089	(671)	418
Business World ERP Reserve	900	(425)	475	396	871
Climate Change & Green Initiatives	380	0	380	(130)	250
Cost of Living	1,000	0	1,000	(500)	500
Local Government Reorganisation / Devolution	1,000	0	1,000	(387)	613
New Homes Bonus	0	4	4	(4)	0
Pension Reserve	4,204	(1,842)	2,362	(2,362)	0
Rental Equalisation	850	0	850	(350)	500
Service Redesign Reserve	3,682	(83)	3,599	(1,599)	2,000
Technology Transition & Systems Modernisation	1,866	(54)	1,812	149	1,961
Transformation Implementation Reserve	1,500	(203)	1,297	(284)	1,013
Corporate Reserves Sub-total	**19,471**	**(3,322)**	**16,149**	**(7,006)**	**9,143**
Insurance	**4,217**	**0**	**4,217**	**533**	**4,750**

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

Breakdown of Earmarked Reserves	Balance at 1st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1st April 2026 £000s	Movements 2026/27 £000s	Estimated Balance at 1st April 2027 £000s
Service Reserves					
Adult Social Care Reserve	1,500	(1,500)	0	1,000	1,000
Children's Social Care Reserve	3,000	(3,000)	0	2,000	2,000
Development Control Reserve	64	0	64	0	64
Domestic Abuse Reserve	295	0	295	0	295
Economic Inclusion	35	0	35	(19)	16
Elections Reserve	192	108	300	(36)	264
Income Reserve: Housing Licensing	239	0	239	0	239
Income Reserve: Housing Act Penalties	50	0	50	0	50
Internal Audit Reserve	166	0	166	0	166
Local Land Charges Reserve	100	0	100	0	100
Local Plan Reserve	860	0	860	0	860
Pooled Budget: Adult	169	0	169	0	169
Pooled Budget: Children	89	0	89	0	89
Practice Learning	19	0	19	0	19
Regulatory Licensing Reserve	443	(186)	257	0	257
Selective Licensing Reserve	1,530	(940)	590	0	590
Social Fund	57	0	57	0	57
Southend Adult & Community College	400	(346)	54	0	54
Supporting People Reserve	493	0	493	0	493

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

Breakdown of Earmarked Reserves	Balance at 1st April 2025 £000s	Movements 2025/26 £000s	Estimated Balance at 1st April 2026 £000s	Movements 2026/27 £000s	Estimated Balance at 1st April 2027 £000s
Tennis Court Sinking Fund	65	0	65	0	65
Waste Management Reserve	1,967	(1,100)	867	0	867
Service Reserves Sub-total	**11,733**	**(6,964)**	**4,769**	**2,945**	**7,714**
Grant Reserves					
Air Quality Reserve	101	(36)	65	0	65
Area Child Protection	32	0	32	0	32
Dedicated Schools Grant	7,099	(3,361)	3,738	(799)	2,939
Enhanced Bus Partnership Capacity Grant	18	(14)	4	0	4
General Grants Carried Forward	4,994	(572)	4,422	0	4,422
Holiday Activity and Healthy Food Grant	5	0	5	0	5
Levelling Up Fund	168	0	168	0	168
Public Health Grant - Public Health	1,517	(132)	1,385	(83)	1,302
Grant Reserves Sub-total	**13,934**	**(4,115)**	**9,819**	**(882)**	**8,937**
Monies Held in Trust	**53**	**0**	**53**	**0**	**53**
General Fund Total	**59,447**	**(15,355)**	**44,092**	**(4,707)**	**39,385**
HRA Reserves					
Capital Investment	26,440	3,841	30,281	(7,923)	22,358
Major Repairs	11,660	2,008	13,668	1,458	15,126
Repair Contract Pensions	880	60	940	60	1,000
HRA Total	**38,980**	**5,909**	**44,889**	**(6,405)**	**38,484**
Earmarked Reserves Total	**98,427**	**(9,446)**	**88,981**	**(11,112)**	**77,869**

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

Medium Term Financial Forecast
2026/27 to 2030/31

	2026/27 £000s	2027/28 £000s	LGR Period 2028/29 £000s	2029/30 £000s	2030/31 £000s
Base Budget					
From prior year	165,059	201,570	226,889	242,213	257,050
ADD Service Grants moved to CSP as a result of FFR2.0 [1]	5,085	9,619			
LESS					
Appropriations (to) / from reserves in prior year	(949)	2,550	36	36	(108)
Revenue Contributions to Capital in prior year	(629)	0	0	0	0
Other one-off (expenditure) / savings in prior year	(2,041)	(2,841)	0	0	0
Adjusted Base Budget	**166,525**	**210,898**	**226,925**	**242,249**	**256,942**
Appropriations to / (from) reserves	(2,550)	(36)	(36)	108	(36)
Revenue Contributions to Capital (Funded from Earmarked Reserves)	0	0	0	0	0
Other one-off / time limited expenditure bids	2,841	0	0	0	0
Inflation and other increases	9,385	8,100	7,700	7,800	7,800
Capital Programme Costs	1,030	980	1,320	470	1,030
Corporate Cost Pressures	343	48	23	13	85
Directorate (Savings) / Pressures					
Ongoing Executive Directorate investment	10,470	5,900	6,000	6,000	6,000
Budget reductions proposed	(6,125)	(935)	(780)	(835)	(795)
Net Directorate (Savings) / Pressures	4,345	4,965	5,220	5,165	5,205

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

	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 £000s
Better Care Fund [2]					
Funding to Support Social Care and benefit Health	(17,921)	(8,302)	(8,302)	(8,302)	(8,302)
Expenditure relating to the BCF and IBCF	17,921	8,302	8,302	8,302	8,302
Net Better Care Fund	0	0	0	0	0
Public Health					
Projected Grant Income	(12,772)	(12,986)	(13,217)	(13,217)	(13,217)
Projected Expenditure	12,772	12,986	13,217	13,217	13,217
Net Public Health	0	0	0	0	0
Housing Revenue Account					
Projected Expenditure	33,379	34,052	34,572	35,275	35,938
Projected Income	(39,654)	(40,210)	(41,295)	(42,861)	(44,312)
Contributions to / (from) HRA Earmarked Reserves	6,275	6,158	6,723	7,586	8,374
Net Housing Revenue Account	0	0	0	0	0
Dedicated Schools Grant					
Projected Grant Income	(78,288)	(78,288)	(78,288)	(78,288)	(78,288)
Projected Expenditure	78,288	78,288	78,288	78,288	78,288
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

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

	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 £000s
Projected General Fund Net Expenditure	181,919	224,955	241,152	255,805	271,026
Changes in General Grants [3]	19,651	1,934	1,061	1,245	1,192
Budget Requirement	**201,570**	**226,889**	**242,213**	**257,050**	**272,218**
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)	(96,184)	(100,142)	(104,311)	(108,702)	(113,330)
Social Care Precept (2.0% in 2025/26, 0% onwards)	(19,501)	(21,923)	(24,485)	(27,195)	(30,059)
Business Rates	(42,503)	(44,325)	(45,219)	(46,131)	(47,062)
Revenue Support Grant [4]	(42,382)	(51,499)	(51,198)	(52,222)	(53,267)
Collection Fund Surplus	(1,000)	0	0	0	0
Total Funding	**(201,570)**	**(217,889)**	**(225,213)**	**(234,250)**	**(243,718)**
Funding Gap	**0**	**9,000**	**17,000**	**22,800**	**28,500**
Funding Gap (In-year)	**0**	**9,000**	**8,000**	**5,800**	**5,700**
Funding Gap (Cumulative)	**0**	**9,000**	**26,000**	**48,800**	**77,300**

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

	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 £000s
Council Tax Income					
Core Precept	96,184	100,142	104,311	108,702	113,330
Social Care Precept	19,501	21,923	24,485	27,195	30,059
Band D Council Tax					
Council Tax for a Band D Property	1,888.47	1,982.70	2,081.61	2,185.47	2,294.46
% Increase in Council Tax	4.99%	4.99%	4.99%	4.99%	4.99%
Council Tax Base					
Council Tax Base	61,259	61,565	61,873	62,182	62,493
Increase in Tax Base on prior year	0.65%	0.50%	0.50%	0.50%	0.50%

[1] This line represents the value of grants which were previously credited to services but have been rolled into the Fair Funding Assessment (FFA) and redistributed through the Fair Funding Review (FFR). The 2027/28 figure is the planned roll in of the Local Authority Better Care Grant into Revenue Support Grant (RSG).

[2] The reduction from 2026/27 to 2027/28 represents the planned roll in of the Local Authority Better Care Grant (LABCG) into RSG. The associated expenditure will become part of the 'base budget', see note 1.

[3] The significant reduction in grant in 2026/27 is representative of the Social Care Grant being rolled into the FFA and redistributed through the FFR, via RSG, see note 4.

[4] The RSG in 2026/27 is significantly higher than 2025/26 (£7.8M) due to the impact of FFR. The increase from 2026/27 to 2027/28 represents the planned roll in of the LABCG into RSG, see note 2.

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

Employee Numbers (Full Time Equivalent)

	Estimate for 2025/26		Estimate 2026/27 FTEs
	Original FTEs	Probable Outturn FTEs	
Leader: Infrastructure and Corporate Strategy	204.89	206.65	205.65
Deputy Leader: Housing and Planning	80.01	92.11	92.84
Business, Culture, Music and Tourism	121.92	133.47	137.22
Children, Learning and SEND	437.50	461.79	463.68
Climate, Environment and Waste	138.60	141.73	141.73
Community Safety and Regulatory Services	268.11	262.94	264.89
Finance, Assets and Public Transport	214.34	209.40	204.11
Regeneration and Law and Governance	46.85	58.16	58.16
Social Care and Healthier Communities	323.09	338.24	336.57
Total FTEs	**1,835.31**	**1,904.49**	**1,904.84**

The FTE numbers above reflect the number of employees budgeted for, as at February 2026. 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 2025/26 is nearly 70 FTE higher than the original estimate for 2025/26. The majority of the increases have been funded by additional grant (+36.36 FTE), capital programme delivery (+17.76 FTE) and reserves (+15.70 FTE). The portfolio service with the highest increase is Children, Learning and SEND (+24.29 FTE), followed by Social Care and Healthier Communities (+15.15 FTE).

The estimated FTE for 2026/27 is only slightly different as savings in some portfolios are offset by investments in others.

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 Executive Director for Finance & Resources (s151 Officer) has a statutory requirement for reporting to Cabinet the financial position, the responsibility and accountability for the financial position and performance of individual service areas lies with all budget holders.

These reports will be prepared for Cabinet at regular intervals throughout the financial year (usually performance as at the end of July, September and November) which 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 Leadership team.

Where any financial pressures are identified appropriate mitigation plans are required to be agreed and implemented in year which would look to address these issues. If pressures and deemed to be unavoidable and ongoing then these will need to be highlighted and considered as part of setting the Council's 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 and help to enhance value for money.
- ✓ 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	Thu 30-Apr-26	Thu 30-Apr-26	Fri 01-May-26	Mon 04-May-26
May	2	Sun 31-May-26	Fri 29-May-26	Mon 01-Jun-26	Tue 02-Jun-26
June	3	Tue 30-Jun-26	Tue 30-Jun-26	Wed 01-Jul-26	Thu 02-Jul-26
July	4	Fri 31-Jul-26	Fri 31-Jul-26	Mon 03-Aug-26	Tue 04-Aug-26
August	5	Mon 31-Aug-26	Fri 28-Aug-26	Tue 01-Sep-26	Wed 02-Sep-26
September	6	Wed 30-Sep-26	Wed 30-Sep-26	Thu 01-Oct-26	Fri 02-Oct-26
October	7	Sat 31-Oct-26	Fri 30-Oct-26	Mon 02-Nov-26	Tue 03-Nov-26
November	8	Mon 30-Nov-26	Mon 30-Nov-26	Tue 01-Dec-26	Wed 02-Dec-26
December	9	Thu 31-Dec-26	Thu 31-Dec-26	Wed 06-Jan-27	Thu 07-Jan-27
January	10	Sun 31-Jan-27	Fri 29-Jan-27	Mon 01-Feb-27	Tue 02-Feb-27
February	11	Sun 28-Feb-27	Fri 26-Feb-27	Mon 01-Mar-27	Tue 02-Mar-27
March	12	Wed 31-Mar-27	Wed 31-Mar-27	Mon 12-Apr-27	Tue 13-Apr-27

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	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Leader: Infrastructure and Corporate Strategy			
Expenditure			
Employees	12,218	12,381	12,191
Premises	2,139	2,125	2,057
Transport	109	106	109
Supplies & Services	3,220	3,613	3,125
Third Party Payments	4,669	4,669	4,006
Expenditure Total	**22,355**	**22,894**	**21,488**
Income			
Government Grants	(297)	(297)	(386)
Other Grants & Reimbursements	(804)	(905)	(824)
Other Internal Charges	(52)	(52)	(52)
Recharges to Housing Revenue Account	(284)	(284)	(284)
Sales, Fees & Charges	(12,816)	(13,193)	(12,969)
Income Total	**(14,253)**	**(14,731)**	**(14,515)**
Net Expenditure/(Income)	**8,102**	**8,163**	**6,973**
Memorandum Items			
Government Capital Grants	(749)	(749)	(1,776)
Depreciation	9,642	9,642	10,403
Departmental Support	45	45	154
Recharges	(6,401)	(6,401)	(6,718)
MATS	1,894	1,894	1,442
Accomodation Charges	219	219	33
Memorandum Items Total	**4,650**	**4,650**	**3,538**
Total Service Cost	**12,751**	**12,812**	**12,226**

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

Objective Summary	2025/26						2026/27		
	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									
Car Parks	1,600	(5,485)	(3,886)	1,652	(5,360)	(3,709)	1,589	(5,485)	(3,896)
Decriminalised Parking	2,683	(2,052)	631	2,652	(2,211)	441	2,729	(2,195)	534
Other Parking Matters	300	(4,766)	(4,465)	391	(4,850)	(4,458)	321	(4,766)	(4,445)
Corporate Planning and Strategic Direction									
Strategic Direction	2,123	(71)	2,052	2,163	(71)	2,092	2,410	(71)	2,339
Devolution and Local Government Reorganisation (LGR)									
Devolution and Local Government Reorganisatio	-	-	-	-	-	-	137	-	137
Digital and Technology									
Digital and Technology	8,073	(1,681)	6,392	8,362	(1,846)	6,516	7,546	(1,796)	5,750
Emergency Planning & Business Continuity									
Emergency Planning	257	-	257	272	-	272	256	-	256
Highways, Structures, Sea Defences, and Engineering									
Engineering	328	-	328	277	-	277	281	-	281
Highways	6,064	(197)	5,867	6,269	(392)	5,877	6,206	(201)	6,005
Sea Defences	369	-	369	298	-	298	306	-	306
Structures	52	-	52	52	-	52	52	-	52
Passenger Transport / Vehicle Fleet									
Vehicle Fleet	355	-	355	355	-	355	352	-	352
Transformation and Corporate Project Management									
Transformation	151	-	151	151	-	151	(697)	-	(697)
Leader: Infrastructure and Corporate Strategy Total	**22,355**	**(14,253)**	**8,102**	**22,894**	**(14,731)**	**8,163**	**21,488**	**(14,515)**	**6,973**

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

Portfolio Objective: Leader: Infrastructure and Corporate Strategy

	Car Parks	Decriminalised Parking	Devolution and Local Government Reorganisation (LGR)	Digital and Technology	Emergency Planning	Engineering	Highways	Other Parking Matters
Expenditure								
Employees	88	369	137	6,121	242	239	2,158	-
Premises	1,112	8	-	1	2	-	854	48
Transport	2	-	-	10	1	5	73	-
Supplies & Services	225	237	-	1,414	11	37	576	155
Third Party Payments	163	2,115	-	-	-	-	2,545	117
Total Expenditure	**1,589**	**2,729**	**137**	**7,546**	**256**	**281**	**6,206**	**321**
Income								
Government Grants	-	-	-	(323)	-	-	-	-
Other Grants & Reimbursements	-	-	-	(816)	-	-	-	-
Sales, Fees & Charges	(5,485)	(2,195)	-	(322)	-	-	(201)	(4,766)
Recharges to Housing Revenue Account	-	-	-	(284)	-	-	-	-
Other Internal Charges	-	-	-	(52)	-	-	-	-
Total Income	**(5,485)**	**(2,195)**	**-**	**(1,796)**	**-**	**-**	**(201)**	**(4,766)**
Memorandum Items								
Government Capital Grants	-	-	-	-	-	-	(1,776)	-
Depreciation	48	-	-	1,707	-	-	7,127	-
Accomodation Charges	3	-	-	-	-	2	1	-
Departmental Support	45	34	-	-	1	15	41	14
MATS	231	149	-	-	35	164	473	84
Recharges	-	-	-	(5,750)	-	-	-	-
Total Memorandum Items	**327**	**182**	**-**	**(4,043)**	**35**	**180**	**5,865**	**98**
Net Expenditure / (Income)	**(3,569)**	**716**	**137**	**1,707**	**291**	**462**	**11,870**	**(4,347)**

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

Portfolio Objective: Leader: Infrastructure and Corporate Strategy

	Sea Defences	Strategic Direction	Structures	Transformation	Vehicle Fleet	Net Expenditure / (Income)
Expenditure						
Employees	-	2,186	-	333	318	12,191
Premises	30	1	-	-	1	2,057
Transport	-	9	-	1	9	109
Supplies & Services	46	215	-	185	25	3,125
Third Party Payments	230	-	52	(1,216)	-	4,006
Total Expenditure	**306**	**2,410**	**52**	**(697)**	**352**	**21,488**
Income						
Government Grants	-	(64)	-	-	-	(386)
Other Grants & Reimbursements	-	(8)	-	-	-	(824)
Sales, Fees & Charges	-	-	-	-	-	(12,969)
Recharges to Housing Revenue Account	-	-	-	-	-	(284)
Other Internal Charges	-	-	-	-	-	(52)
Total Income	**-**	**(71)**	**-**	**-**	**-**	**(14,515)**
Memorandum Items						
Government Capital Grants	-	-	-	-	-	(1,776)
Depreciation	1,437	-	83	-	1	10,403
Accomodation Charges	-	28	-	-	-	33
Departmental Support	-	5	-	-	-	154
MATS	35	271	1	1	-	1,442
Recharges	-	(361)	-	(255)	(352)	(6,718)
Total Memorandum Items	**1,472**	**(57)**	**84**	**(254)**	**(351)**	**3,538**
Net Expenditure / (Income)	**1,778**	**2,281**	**136**	**(952)**	**1**	**10,511**

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

Subjective Summary	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Deputy Leader: Housing and Planning			
Expenditure			
Employees	5,177	5,082	5,387
Premises	67	67	67
Transport	24	24	24
Supplies & Services	2,728	3,360	2,749
Third Party Payments	1,168	1,168	913
Expenditure Total	**9,163**	**9,700**	**9,140**
Income			
Government Grants	(3,850)	(3,850)	(368)
Other Grants & Reimbursements	(573)	(518)	(543)
Rents	(75)	(75)	(75)
Recharges to Housing Revenue Account	(622)	(622)	(623)
Sales, Fees & Charges	(1,734)	(1,620)	(1,816)
Income Total	**(6,854)**	**(6,685)**	**(3,425)**
Net Expenditure/(Income)	**2,308**	**3,014**	**5,715**
Memorandum Items			
Departmental Support	-	-	68
Recharges	(193)	(193)	(198)
MATS	1,401	1,401	1,502
Accomodation Charges	199	199	136
Memorandum Items Total	**1,406**	**1,406**	**1,508**
Total Service Cost	**3,715**	**4,421**	**6,987**

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

Objective Summary	2025/26						2026/27		
	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: Housing and Planning									
Development Management and Building Control									
Building Control	577	(595)	(18)	581	(407)	174	557	(607)	(49)
Development Management	1,111	(1,139)	(29)	1,109	(1,182)	(74)	1,103	(1,172)	(69)
Homelessness and Rough Sleeping									
Homelessness	4,078	(3,229)	849	4,530	(3,174)	1,356	4,171	(1,298)	2,873
Rough Sleeping	1,655	(1,545)	110	1,655	(1,545)	110	1,534	-	1,534
Housing Strategy, Management and Development									
Housing Management	369	(65)	303	384	(65)	318	414	(65)	349
Housing Strategy	847	(281)	566	878	(281)	597	844	(283)	561
Local Plan and Planning Policy									
Planning Policy	527	-	527	564	(31)	533	516	-	516
Deputy Leader: Housing and Planning Total	**9,163**	**(6,854)**	**2,308**	**9,700**	**(6,685)**	**3,014**	**9,140**	**(3,425)**	**5,715**

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

Portfolio Objective: Deputy Leader: Housing and Planning

	Building Control	Homelessness	Rough Sleeping	Housing Management	Housing Strategy	Development Management	Planning Policy	Net Expenditure / (Income)
Expenditure								
Employees	548	1,770	367	393	829	973	507	5,387
Premises	-	67	-	-	-	-	-	67
Transport	7	1	-	4	-	8	4	24
Supplies & Services	2	2,333	254	18	14	123	6	2,749
Third Party Payments	-	-	913	-	-	-	-	913
Total Expenditure	**557**	**4,171**	**1,534**	**414**	**844**	**1,103**	**516**	**9,140**
Income								
Government Grants	-	(368)	-	-	-	-	-	(368)
Other Grants & Reimbursements	-	(543)	-	-	-	-	-	(543)
Sales, Fees & Charges	(607)	-	-	-	(37)	(1,172)	-	(1,816)
Rents	-	(75)	-	-	-	-	-	(75)
Recharges to Housing Revenue Account	-	(312)	-	(65)	(246)	-	-	(623)
Total Income	**(607)**	**(1,298)**	**-**	**(65)**	**(283)**	**(1,172)**	**-**	**(3,425)**
Memorandum Items								
Accomodation Charges	6	84	-	-	12	30	3	136
Departmental Support	6	26	1	2	11	13	8	68
MATS	692	361	71	41	119	148	71	1,502
Recharges	-	-	-	(198)	-	-	-	(198)
Total Memorandum Items	**705**	**470**	**73**	**(155)**	**143**	**192**	**81**	**1,508**
Net Expenditure / (Income)	**655**	**3,344**	**1,607**	**194**	**704**	**123**	**597**	**7,223**

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

Subjective Summary	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Business, Culture, Music and Tourism			
Expenditure			
Employees	6,738	6,519	6,916
Premises	2,185	2,267	2,255
Transport	54	82	54
Supplies & Services	2,360	2,579	1,712
Third Party Payments	922	825	687
Expenditure Total	**12,259**	**12,272**	**11,624**
Income			
Government Grants	(691)	(691)	(311)
Other Grants & Reimbursements	(1,425)	(1,653)	(1,106)
Rents	(94)	(94)	(94)
Other Internal Charges	-	(5)	-
Sales, Fees & Charges	(2,301)	(2,234)	(2,261)
Income Total	**(4,511)**	**(4,677)**	**(3,772)**
Net Expenditure/(Income)	**7,748**	**7,595**	**7,546**
Memorandum Items			
Government Capital Grants	(81)	(81)	(500)
Depreciation	3,163	3,163	3,638
Departmental Support	5	5	536
Recharges	-	-	(144)
MATS	1,250	1,250	2,114
Accomodation Charges	729	729	96
Memorandum Items Total	**5,065**	**5,065**	**5,740**
Total Service Cost	**12,813**	**12,660**	**13,099**

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

Objective Summary	2025/26						2026/27		
	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)
Business, Culture, Music and Tourism									
Pier And Foreshore									
Pier And Foreshore	1,982	(1,486)	496	1,987	(1,513)	474	1,912	(1,487)	425
Town Centre Management									
Town Centre Management	197	(79)	118	99	(79)	20	196	(80)	116
Museums, Galleries, Theatres, and Libraries									
Galleries	912	(398)	514	911	(392)	519	810	(286)	524
Libraries	3,963	(406)	3,557	3,965	(376)	3,589	4,071	(407)	3,664
Museums	1,012	(125)	887	1,051	(135)	916	1,020	(167)	853
Theatres	52	(51)	1	52	(51)	1	52	(51)	1
Community Assets, Cohesion and Engagement									
Community Assets, Cohesion and Engagement	1,449	(508)	940	1,481	(705)	775	1,408	(220)	1,188
Tourism, place branding, and marketing									
Tourism, place branding, and marketing	651	(84)	566	692	(84)	607	582	(4)	578
Business Growth and Economic Development									
Business Growth and Economic Development	1,138	(618)	520	1,096	(653)	443	793	(358)	436
Culture and Music									
Music	516	(515)	-	516	(515)	-	468	(467)	-
Sports Provision and Development									
Sports Development	61	-	61	62	-	62	62	-	62
Sports Provision	327	(240)	86	361	(173)	187	251	(245)	6
Business, Culture, Music and Tourism Total	**12,259**	**(4,511)**	**7,748**	**12,272**	**(4,677)**	**7,595**	**11,624**	**(3,772)**	**7,852**

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

Portfolio Objective: Business, Culture, Music and Tourism

	Sports Development	Galleries	Museums	Theatres	Community Assets, Cohesion and Engagement	Tourism, place branding, and marketing	Pier And Foreshore	Libraries
Expenditure								
Employees	58	485	862	-	588	412	961	2,260
Premises	-	177	89	52	39	2	746	989
Transport	-	1	2	-	-	1	34	14
Supplies & Services	1	146	66	-	561	159	162	363
Third Party Payments	2	-	-	-	220	8	10	446
Total Expenditure	**62**	**810**	**1,020**	**52**	**1,408**	**582**	**1,912**	**4,071**
Income								
Government Grants	-	(30)	-	-	-	-	-	(30)
Other Grants & Reimbursements	-	(219)	(81)	-	(177)	-	-	(246)
Sales, Fees & Charges	-	(37)	(86)	-	(12)	(4)	(1,476)	(132)
Rents	-	-	-	(51)	(31)	-	(11)	-
Other Internal Charges	-	-	-	-	-	-	-	-
Total Income	**-**	**(286)**	**(167)**	**(51)**	**(220)**	**(4)**	**(1,487)**	**(407)**
Memorandum Items								
Government Capital Grants	-	-	-	-	-	-	-	-
Depreciation	-	172	85	463	73	-	915	482
Accomodation Charges	1	15	2	7	1	-	44	6
Departmental Support	-	26	144	-	206	43	72	10
MATS	8	189	272	40	94	65	487	681
Recharges	-	-	-	-	-	(144)	-	-
Total Memorandum Items	**10**	**401**	**503**	**509**	**374**	**(36)**	**1,519**	**1,179**
Net Expenditure / (Income)	**71**	**925**	**1,356**	**510**	**1,561**	**542**	**1,944**	**4,843**

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

Portfolio Objective: Business, Culture, Music and Tourism

	Business Growth and Economic Development	Town Centre Management	Music	Sports Provision	Net Expenditure / (Income)
Expenditure					
Employees	660	123	308	198	6,916
Premises	74	9	26	53	2,255
Transport	3	-	-	-	54
Supplies & Services	57	63	133	-	1,712
Third Party Payments	-	-	1	-	687
Total Expenditure	**793**	**196**	**468**	**251**	**11,624**
Income					
Government Grants	-	-	(251)	-	(311)
Other Grants & Reimbursements	(358)	(26)	-	-	(1,106)
Sales, Fees & Charges	-	(54)	(216)	(244)	(2,261)
Rents	-	-	-	(1)	(94)
Other Internal Charges	-	-	-	-	-
Total Income	**(358)**	**(80)**	**(467)**	**(245)**	**(3,772)**
Memorandum Items					
Government Capital Grants	-	(500)	-	-	(500)
Depreciation	-	683	-	765	3,638
Accomodation Charges	10	1	-	9	96
Departmental Support	7	-	-	28	536
MATS	76	17	16	169	2,114
Recharges	-	-	-	-	(144)
Total Memorandum Items	**93**	**201**	**16**	**971**	**5,740**
Net Expenditure / (Income)	**528**	**316**	**17**	**977**	**13,592**

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

Subjective Summary	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Children, Learning and SEND			
Expenditure			
Employees	29,885	30,419	29,340
Premises	450	409	450
Transport	389	376	383
Supplies & Services	36,712	39,517	42,953
Third Party Payments	43,356	49,982	49,764
Transfer Payments	27,265	27,276	23,176
Expenditure Total	**138,056**	**147,978**	**146,066**
Income			
Government Grants	(84,146)	(84,556)	(86,779)
Other Grants & Reimbursements	(886)	(1,586)	(884)
Rents	(58)	(58)	(58)
Other Internal Charges	(86)	(86)	(86)
Sales, Fees & Charges	(911)	(881)	(932)
Income Total	**(86,086)**	**(87,166)**	**(88,739)**
Net Expenditure/(Income)	**51,970**	**60,812**	**57,283**
Memorandum Items			
Government Capital Grants	(3,881)	(3,881)	(2,434)
Depreciation	5,422	5,422	3,800
Departmental Support	267	267	1,553
MATS	7,043	7,043	6,292
Accomodation Charges	894	894	1,137
Memorandum Items Total	**9,745**	**9,745**	**10,348**
Total Service Cost	**61,716**	**70,558**	**66,127**

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

Objective Summary	2025/26						2026/27		
	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, Learning and SEND									
Adult and Community Learning									
Adult and Community Learning	3,583	(3,175)	408	3,583	(3,175)	408	3,237	(3,175)	62
Children's Safeguarding									
Children's Safeguarding	5,025	(130)	4,896	5,531	(140)	5,392	5,270	(130)	5,140
Children's Services									
Children's Services	39,445	(4,192)	35,252	48,791	(5,205)	43,585	44,568	(2,704)	41,864
Home to School Transport Contract									
Home to School Transport Contract	3,636	-	3,636	3,906	-	3,906	4,135	-	4,135
Schools, Education and Learning									
Education and Learning	5,049	(3,442)	1,607	4,965	(3,400)	1,565	7,180	(6,318)	863
Schools	27,226	(27,226)	-	27,201	(27,201)	-	23,016	(23,016)	-
Youth and Connexions									
Youth and Connexions	1,196	(360)	836	1,170	(325)	845	1,227	(374)	853
Youth Justice Service									
Youth Justice Service	1,129	(466)	664	1,238	(623)	616	1,073	(431)	642
SEND and Inclusion									
Special Educational Needs and Disabilities	27,225	(23,459)	3,766	27,210	(23,444)	3,766	26,751	(23,870)	2,881
Early Years, Childcare and Family Centres									
Early Years	23,671	(23,271)	400	23,520	(23,270)	250	28,757	(28,357)	400
Family Centres	870	(364)	506	862	(382)	480	851	(364)	487
Children, Learning and SEND Total	**138,056**	**(86,086)**	**51,970**	**147,978**	**(87,166)**	**60,812**	**146,066**	**(88,739)**	**57,327**

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

Portfolio Objective: Children, Learning 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	4,053	1,056	1,008	667	12,289	6,374	1,029	133
Premises	-	-	-	180	77	-	130	-
Transport	138	1	9	-	160	31	24	-
Supplies & Services	690	27,700	18	4	6,025	3,877	44	6
Third Party Payments	389	-	38	-	25,204	15,187	-	3,996
Transfer Payments	-	-	-	-	813	1,282	-	-
Total Expenditure	**5,270**	**28,757**	**1,073**	**851**	**44,568**	**26,751**	**1,227**	**4,135**
Income								
Government Grants	-	(28,357)	(321)	(364)	(2,016)	(23,567)	-	-
Other Grants & Reimbursements	(73)	-	(110)	-	(701)	-	-	-
Sales, Fees & Charges	-	-	-	-	-	(304)	(374)	-
Rents	-	-	-	-	-	-	-	-
Other Internal Charges	(58)	-	-	-	13	-	-	-
Total Income	**(130)**	**(28,357)**	**(431)**	**(364)**	**(2,704)**	**(23,870)**	**(374)**	**-**
Memorandum Items								
Government Capital Grants	-	-	-	-	-	-	-	-
Depreciation	-	84	-	82	5	-	-	-
Accomodation Charges	283	5	-	-	464	60	-	-
Departmental Support	98	134	19	38	982	38	28	195
MATS	799	218	155	233	3,264	614	270	221
Total Memorandum Items	**1,180**	**440**	**174**	**353**	**4,714**	**712**	**299**	**416**
Net Expenditure / (Income)	**6,320**	**840**	**816**	**840**	**46,578**	**3,593**	**1,152**	**4,551**

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

Portfolio Objective: Children, Learning and SEND

	Schools	Education and Learning	Adult and Community Learning	Net Expenditure / (Income)
Expenditure				
Employees	335	2,333	62	29,340
Premises	-	63	-	450
Transport	1	17	-	383
Supplies & Services	599	815	3,175	42,953
Third Party Payments	1,000	3,951	-	49,764
Transfer Payments	21,081	-	-	23,176
Total Expenditure	**23,016**	**7,180**	**3,237**	**146,066**
Income				
Government Grants	(23,016)	(5,964)	(3,175)	(86,779)
Other Grants & Reimbursements	-	-	-	(884)
Sales, Fees & Charges	-	(255)	-	(932)
Rents	-	(58)	-	(58)
Other Internal Charges	-	(41)	-	(86)
Total Income	**(23,016)**	**(6,318)**	**(3,175)**	**(88,739)**
Memorandum Items				
Government Capital Grants	-	(2,434)	-	(2,434)
Depreciation	-	3,483	146	3,800
Accomodation Charges	-	325	-	1,137
Departmental Support	-	21	-	1,553
MATS	-	474	45	6,292
Total Memorandum Items	**-**	**1,868**	**191**	**10,348**
Net Expenditure / (Income)	**-**	**2,731**	**253**	**67,675**

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

Subjective Summary	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Climate, Environment and Waste			
Expenditure			
Employees	6,481	5,680	6,151
Premises	920	902	922
Transport	585	730	516
Supplies & Services	1,036	1,088	1,028
Third Party Payments	22,620	22,805	22,345
Expenditure Total	**31,642**	**31,205**	**30,961**
Income			
Other Grants & Reimbursements	(12)	(84)	(12)
Rents	(10)	(2)	(10)
Sales, Fees & Charges	(6,550)	(5,522)	(6,192)
Income Total	**(6,572)**	**(5,608)**	**(6,213)**
Net Expenditure/(Income)	**25,070**	**25,597**	**24,666**
Memorandum Items			
Government Capital Grants	(5)	(5)	-
Depreciation	572	572	863
Departmental Support	147	147	288
MATS	1,692	1,692	2,103
Accomodation Charges	279	279	59
Memorandum Items Total	**2,686**	**2,686**	**3,313**
Total Service Cost	**27,756**	**28,283**	**27,948**

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

Objective Summary	2025/26						2026/27		
	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	599	(594)	6	599	(563)	37	639	(609)	31
Crematoria	1,072	(3,030)	(1,958)	1,177	(2,441)	(1,264)	1,112	(2,530)	(1,418)
Climate action and carbon reduction									
Climate action and carbon reduction	328	(51)	276	204	(21)	182	312	(119)	193
Parks, Open Spaces and Grounds Maintenance									
Grounds Maintenance	4,727	(752)	3,974	3,905	(177)	3,727	4,533	(767)	3,766
Parks	2,072	(366)	1,706	2,183	(440)	1,743	2,098	(373)	1,724
Recycling and waste management									
Recycling and waste management	18,280	(1,779)	16,501	18,585	(1,966)	16,619	17,698	(1,814)	15,885
Street scene and cleansing									
Street scene and cleansing	4,565	-	4,565	4,553	-	4,553	4,570	(2)	4,568
Climate, Environment and Waste Total	**31,642**	**(6,572)**	**25,070**	**31,205**	**(5,608)**	**25,597**	**30,961**	**(6,213)**	**24,748**

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

Portfolio Objective: Climate, Environment and Waste

	Grounds Maintenance	Cemeteries	Crematoria	Parks	Street scene and cleansing	Climate action and carbon reduction	Recycling and waste management	Net Expenditure / (Income)
Expenditure								
Employees	3,390	486	524	930	-	303	518	6,151
Premises	156	93	396	265	6	5	-	922
Transport	464	21	-	24	4	2	1	516
Supplies & Services	419	30	173	381	14	2	9	1,028
Third Party Payments	103	9	19	498	4,546	-	17,171	22,345
Total Expenditure	**4,533**	**639**	**1,112**	**2,098**	**4,570**	**312**	**17,698**	**30,961**
Income								
Other Grants & Reimbursements	-	-	-	(12)	-	-	-	(12)
Sales, Fees & Charges	(767)	(609)	(2,530)	(359)	(2)	(119)	(1,806)	(6,192)
Rents	-	-	-	(2)	-	-	(8)	(10)
Total Income	**(767)**	**(609)**	**(2,530)**	**(373)**	**(2)**	**(119)**	**(1,814)**	**(6,213)**
Memorandum Items								
Government Capital Grants	-	-	-	-	-	-	-	-
Depreciation	41	48	104	586	62	-	22	863
Accomodation Charges	-	-	-	41	9	8	1	59
Departmental Support	153	11	87	19	5	4	10	288
MATS	823	127	178	463	55	54	404	2,103
Total Memorandum Items	**1,016**	**185**	**369**	**1,109**	**131**	**66**	**437**	**3,313**
Net Expenditure / (Income)	**4,782**	**216**	**(1,049)**	**2,833**	**4,699**	**259**	**16,321**	**28,061**

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

Subjective Summary	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Community Safety and Regulatory Services			
Expenditure			
Employees	13,498	12,725	12,937
Premises	298	237	293
Transport	63	56	65
Supplies & Services	1,249	1,304	1,129
Third Party Payments	1,608	1,670	1,000
Expenditure Total	**16,717**	**15,993**	**15,423**
Income			
Government Grants	(139)	(139)	(592)
Other Grants & Reimbursements	(325)	(320)	(354)
Sales, Fees & Charges	(1,584)	(2,170)	(2,042)
Income Total	**(2,049)**	**(2,630)**	**(2,988)**
Net Expenditure/(Income)	**14,668**	**13,363**	**12,434**
Memorandum Items			
Government Capital Grants	(800)	(800)	(2,300)
Depreciation	1,087	1,087	2,585
Departmental Support	1,778	1,778	1,938
Recharges	(9,774)	(9,774)	(9,177)
MATS	746	746	913
Accomodation Charges	284	284	20
Memorandum Items Total	**(6,679)**	**(6,679)**	**(6,021)**
Total Service Cost	**7,989**	**6,684**	**6,421**

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

Objective Summary	2025/26						2026/27		
	Revised			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Community Safety and Regulatory Services									
Community Safety, CCTV, Police Liaison and PSPOs									
Closed Circuit Television	799	(83)	716	872	(47)	825	752	(84)	668
Community Safety	1,055	(78)	978	1,002	(62)	941	1,254	(73)	1,181
Human Resources and Customer Services									
Customer Services	5,689	(169)	5,520	5,582	(169)	5,413	5,372	(175)	5,198
Human Resources	2,573	(401)	2,171	2,455	(401)	2,053	2,119	(405)	1,714
Learning And Workforce Development									
Learning And Workforce Development	1,007	-	1,007	815	-	815	1,018	-	1,018
Public Toilets									
Public Toilets	969	-	969	912	-	912	999	-	999
Regulatory Services, Private Sector Housing Standards and Grants									
Private Sector Housing Standards and Grants	1,662	(336)	1,326	1,597	(1,016)	581	945	(566)	380
Regulatory Services	1,791	(330)	1,462	1,684	(383)	1,302	1,654	(560)	1,094
Transport Policy and Licensing									
Transport	71	(41)	29	54	(41)	12	274	(244)	29
Transport Licensing	516	(612)	(96)	516	(512)	5	514	(632)	(118)
Transport Policy	585	-	585	504	-	504	522	(250)	272
Community Safety and Regulatory Services Total	**16,717**	**(2,049)**	**14,668**	**15,993**	**(2,630)**	**13,363**	**15,423**	**(2,988)**	**12,434**

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

Portfolio Objective: Community Safety and Regulatory Services

	Closed Circuit Television	Community Safety	Human Resources	Learning And Workforce Development	Regulatory Services	Transport Policy	Transport	Transport Licensing
Expenditure								
Employees	634	1,083	1,970	595	1,495	518	203	475
Premises	3	101	1	-	-	-	-	-
Transport	-	11	4	1	10	3	4	29
Supplies & Services	116	38	144	422	82	1	14	10
Third Party Payments	-	21	-	-	67	-	53	-
Total Expenditure	**752**	**1,254**	**2,119**	**1,018**	**1,654**	**522**	**274**	**514**
Income								
Government Grants	-	-	-	-	(30)	(250)	(243)	-
Other Grants & Reimbursements	-	(22)	(225)	-	(38)	-	-	-
Sales, Fees & Charges	(84)	(51)	(180)	-	(492)	-	(1)	(632)
Total Income	**(84)**	**(73)**	**(405)**	**-**	**(560)**	**(250)**	**(244)**	**(632)**
Memorandum Items								
Depreciation	212	-	-	-	-	-	-	-
Government Capital Grants	-	-	-	-	-	-	-	-
Accomodation Charges	-	3	-	-	-	-	-	6
Departmental Support	68	71	-	-	1,746	5	16	8
MATS	147	158	-	13	47	94	67	81
Recharges	-	-	(1,714)	(907)	(1,358)	-	-	-
Total Memorandum Items	**427**	**232**	**(1,714)**	**(894)**	**435**	**100**	**83**	**94**
Net Expenditure / (Income)	**1,095**	**1,414**	**-**	**124**	**1,529**	**372**	**112**	**(24)**

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

Portfolio Objective: Community Safety and Regulatory Services

	Public Toilets	Private Sector Housing Standards and Grants	Customer Services	Net Expenditure / (Income)
Expenditure				
Employees	-	846	5,118	12,937
Premises	186	2	-	293
Transport	-	3	-	65
Supplies & Services	10	94	197	1,129
Third Party Payments	802	-	57	1,000
Total Expenditure	**999**	**945**	**5,372**	**15,423**
Income				
Government Grants	-	-	(69)	(592)
Other Grants & Reimbursements	-	-	(69)	(354)
Sales, Fees & Charges	-	(566)	(37)	(2,042)
Total Income	**-**	**(566)**	**(175)**	**(2,988)**
Memorandum Items				
Depreciation	73	2,300	-	2,585
Government Capital Grants	-	(2,300)	-	(2,300)
Accomodation Charges	1	11	-	20
Departmental Support	-	23	-	1,938
MATS	166	132	9	913
Recharges	-	-	(5,198)	(9,177)
Total Memorandum Items	**239**	**166**	**(5,188)**	**(6,021)**
Net Expenditure / (Income)	**1,238**	**546**	**9**	**6,414**

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

Subjective Summary	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Finance, Assets and Public Transport			
Expenditure			
Employees	11,538	11,298	11,449
Premises	3,981	4,748	3,786
Transport	23	20	17
Supplies & Services	2,677	2,860	2,616
Third Party Payments	3,269	3,229	3,078
Special Items	200	180	200
Transfer Payments	57,476	57,476	57,476
Expenditure Total	**79,165**	**79,812**	**78,623**
Income			
Government Grants	(56,314)	(56,703)	(56,421)
Other Grants & Reimbursements	(1,853)	(1,894)	(1,853)
Rents	(6,278)	(6,281)	(6,308)
Interest	(8)	(16)	(8)
Other Internal Charges	(167)	(146)	(167)
Recharges to Housing Revenue Account	(482)	(482)	(482)
Business Ratepayers	(207)	(210)	(207)
Sales, Fees & Charges	(2,585)	(3,120)	(2,710)
Income Total	**(67,895)**	**(68,853)**	**(68,157)**
Net Expenditure/(Income)	**11,270**	**10,959**	**10,416**
Memorandum Items			
Government Capital Grants	-	-	(27)
Depreciation	775	775	1,346
Departmental Support	-	-	63
Recharges	(9,645)	(9,645)	(9,597)
MATS	3,076	3,076	1,566
Accomodation Charges	766	766	600
Memorandum Items Total	**(5,028)**	**(5,028)**	**(6,049)**
Total Service Cost	**6,242**	**5,931**	**4,030**

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

Objective Summary	2025/26						2026/27		
	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 Public Transport									
Audit									
Audit	1,206	(226)	980	1,206	(226)	980	1,202	(230)	973
Corporate Budget and Resources Planning									
Corporate Budget and Resources Planning	2,443	(283)	2,160	2,356	(283)	2,073	2,364	(283)	2,082
Corporate Procurement									
Corporate Procurement	1,127	(10)	1,117	1,028	(10)	1,018	1,125	(10)	1,115
Financial Services									
Financial Services	3,292	(795)	2,497	3,233	(828)	2,405	3,270	(813)	2,457
Property and Asset Management									
Asset Management	3,238	(1,749)	1,489	3,333	(1,746)	1,587	3,283	(1,774)	1,509
Commercial Property	2,482	(5,320)	(2,837)	3,239	(6,009)	(2,769)	2,198	(5,340)	(3,141)
Public Transport and Concessionary Fares									
Concessionary Fares	3,140	-	3,140	3,140	-	3,140	2,990	-	2,990
Public Transport	222	(60)	162	265	(80)	185	295	(138)	157
Council Tax, Business Rates and Benefits									
Business Rates	288	(256)	31	304	(249)	54	286	(256)	30
Council Tax	1,531	(827)	704	1,463	(700)	763	1,542	(939)	603
Housing Benefit	60,197	(58,369)	1,828	60,246	(58,722)	1,524	60,065	(58,374)	1,691
Finance, Assets and Public Transport Total	**79,165**	**(67,895)**	**11,270**	**79,812**	**(68,853)**	**10,959**	**78,623**	**(68,157)**	**10,465**

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

Portfolio Objective: Finance, Assets and Public Transport

	Asset Management	Concessionary Fares	Corporate Procurement	Council Tax	Business Rates	Financial Services	Public Transport	Housing Benefit	Corporate Budget and Resources Planning
Expenditure									
Employees	852	-	1,109	1,134	219	2,944	77	1,635	2,270
Premises	2,216	-	-	-	-	-	162	-	-
Transport	3	-	-	1	-	2	-	1	1
Supplies & Services	211	68	15	407	52	125	1	953	94
Third Party Payments	2	2,922	-	-	15	-	55	-	-
Transfer Payments	-	-	-	-	-	-	-	57,476	-
Special Items	-	-	-	-	-	200	-	-	-
Total Expenditure	**3,283**	**2,990**	**1,125**	**1,542**	**286**	**3,270**	**295**	**60,065**	**2,364**
Income									
Government Grants	-	-	-	-	-	(30)	(77)	(56,314)	-
Other Grants & Reimbursements	-	-	-	-	-	-	-	(1,800)	-
Sales, Fees & Charges	(255)	-	-	(939)	(50)	(422)	(61)	(260)	(26)
Rents	(1,497)	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Recharges to Housing Revenue Account	-	-	(10)	-	-	(216)	-	-	(256)
Other Internal Charges	(21)	-	-	-	-	(146)	-	-	-
Business Ratepayers	-	-	-	-	(207)	-	-	-	-
Total Income	**(1,774)**	**-**	**(10)**	**(939)**	**(256)**	**(813)**	**(138)**	**(58,374)**	**(283)**
Government Capital Grants	-	-	-	-	-	-	(27)	-	-
Depreciation	834	-	-	-	-	-	216	-	43
Accomodation Charges	135	-	-	15	-	13	1	140	-
Departmental Support	-	-	-	5	1	1	-	8	48
MATS	88	47	-	271	77	37	34	382	494
Recharges	(2,862)	-	(1,115)	-	-	(2,262)	-	-	(1,312)
Total Memorandum Items	**(1,804)**	**47**	**(1,115)**	**292**	**78**	**(2,212)**	**223**	**530**	**(727)**
Net Expenditure / (Income)	**(295)**	**3,037**	**-**	**895**	**109**	**246**	**380**	**2,221**	**1,355**

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

Portfolio Objective: Finance, Assets and Public Transport

	Audit	Commercial Property	Net Expenditure / (Income)
Expenditure			
Employees	667	542	11,449
Premises	-	1,408	3,786
Transport	3	6	17
Supplies & Services	448	242	2,616
Third Party Payments	84	-	3,078
Transfer Payments	-	-	57,476
Special Items	-	-	200
Total Expenditure	**1,202**	**2,198**	**78,623**
Income			
Government Grants	-	-	(56,421)
Other Grants & Reimbursements	(38)	(16)	(1,853)
Sales, Fees & Charges	(192)	(505)	(2,710)
Rents	-	(4,811)	(6,308)
Interest	-	(8)	(8)
Recharges to Housing Revenue Account	-	-	(482)
Other Internal Charges	-	-	(167)
Business Ratepayers	-	-	(207)
Total Income	**(230)**	**(5,340)**	**(68,157)**
Government Capital Grants	-	-	(27)
Depreciation	-	253	1,346
Accomodation Charges	-	295	600
Departmental Support	-	-	63
MATS	77	60	1,566
Recharges	(535)	(1,512)	(9,597)
Total Memorandum Items	**(458)**	**(904)**	**(6,049)**
Net Expenditure / (Income)	**515**	**(4,045)**	**4,416**

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

Subjective Summary	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Regeneration and Law and Governance			
Expenditure			
Employees	3,395	3,509	3,438
Premises	100	100	98
Transport	19	9	7
Supplies & Services	1,857	1,806	1,882
Third Party Payments	13	3	13
Expenditure Total	**5,384**	**5,427**	**5,438**
Income			
Rents	(8)	(8)	(8)
Recharges to Housing Revenue Account	(83)	(83)	(118)
Sales, Fees & Charges	(1,019)	(1,169)	(1,039)
Income Total	**(1,110)**	**(1,260)**	**(1,165)**
Net Expenditure/(Income)	**4,275**	**4,168**	**4,272**
Memorandum Items			
Government Capital Grants	-	-	(6,927)
Depreciation	20	20	12,900
Departmental Support	1	1	4
Recharges	(2,076)	(2,076)	(2,407)
MATS	376	376	372
Accomodation Charges	33	33	4
Memorandum Items Total	**(1,646)**	**(1,646)**	**3,947**
Total Service Cost	**2,629**	**2,522**	**2,262**

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

Objective Summary	2025/26						2026/27		
	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 Law and Governance									
Bereavement Services									
Bereavement Services	35	-	35	25	-	25	33	-	33
Law and Governance									
Legal Services	2,258	(271)	1,988	2,311	(341)	1,971	2,351	(311)	2,040
Democratic Services	840	-	840	851	(6)	845	866	-	866
Corporate Governance	509	(52)	457	492	(49)	443	499	(52)	447
Land Charges	61	(225)	(164)	57	(262)	(205)	61	(229)	(168)
Civic Affairs	1,174	-	1,174	1,158	-	1,158	1,173	-	1,173
Queensway Development									
Queensway Development	49	-	49	49	-	49	-	-	-
Registration Services									
Registration Services	457	(562)	(104)	483	(602)	(118)	455	(572)	(118)
Regeneration and Law and Governance Total	**5,384**	**(1,110)**	**4,275**	**5,427**	**(1,260)**	**4,168**	**5,438**	**(1,165)**	**4,272**

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

Portfolio Objective: Regeneration and Law and Governance

	Legal Services	Democratic Services	Bereavement Services	Corporate Governance	Land Charges	Civic Affairs	Registration Services	Queensway Development	Net Expenditure / (Income)
Expenditure									
Employees	1,724	692	-	399	1	182	439	-	3,438
Premises	-	9	10	-	-	79	-	-	98
Transport	1	1	-	2	-	3	-	-	7
Supplies & Services	626	162	13	98	60	909	15	-	1,882
Third Party Payments	-	3	10	-	-	-	-	-	13
Total Expenditure	**2,351**	**866**	**33**	**499**	**61**	**1,173**	**455**	**-**	**5,438**
Income									
Sales, Fees & Charges	(244)	-	-	(2)	(229)	-	(564)	-	(1,039)
Rents	-	-	-	-	-	-	(8)	-	(8)
Recharges to Housing Revenue Account	(67)	-	-	(51)	-	-	-	-	(118)
Total Income	**(311)**	**-**	**-**	**(52)**	**(229)**	**-**	**(572)**	**-**	**(1,165)**
Memorandum Items									
Government Capital Grants	-	-	-	-	-	-	-	(6,927)	(6,927)
Depreciation	-	-	-	-	-	30	-	12,870	12,900
Accomodation Charges	-	4	-	-	-	-	-	-	4
Departmental Support	-	1	-	-	-	2	2	-	4
MATS	-	78	66	-	19	67	142	-	372
Recharges	(2,040)	-	-	(367)	-	-	-	-	(2,407)
Total Memorandum Items	**(2,040)**	**83**	**66**	**(366)**	**19**	**98**	**143**	**5,943**	**3,947**
Net Expenditure / (Income)	**-**	**949**	**99**	**80**	**(150)**	**1,272**	**26**	**5,943**	**8,219**

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

Subjective Summary	2025/26		2026/27
	Revised £000s	Probable Outturn £000s	Budget £000s
Social Care and Healthier Communities			
Expenditure			
Employees	19,298	18,670	19,388
Premises	422	457	422
Transport	141	142	141
Supplies & Services	6,805	5,022	6,555
Third Party Payments	81,621	92,117	93,641
Capital Finance Charges	2	-	2
Expenditure Total	**108,289**	**116,408**	**120,148**
Income			
Government Grants	(10,107)	(9,864)	(11,564)
Other Grants & Reimbursements	(19,138)	(19,758)	(20,551)
Rents	(225)	(240)	(225)
Other Internal Charges	58	58	58
Recharges to Housing Revenue Account	(281)	(293)	(298)
Sales, Fees & Charges	(17,499)	(21,563)	(21,513)
Income Total	**(47,192)**	**(51,660)**	**(54,094)**
Net Expenditure/(Income)	**62,918**	**66,011**	**66,046**
Memorandum Items			
Depreciation	295	295	580
Departmental Support	3,098	3,098	2,891
Recharges	(3,598)	(3,598)	(1,733)
MATS	5,013	5,013	3,710
Accomodation Charges	453	453	380
Memorandum Items Total	**5,261**	**5,261**	**5,828**
Total Service Cost	**66,357**	**70,008**	**67,629**

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

Objective Summary	2025/26						2026/27		
	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	84,674	(34,153)	50,521	90,163	(37,906)	52,257	94,207	(41,009)	53,198
Commissioning									
Commissioning	6,712	(2,777)	3,935	6,855	(3,112)	3,743	7,095	(2,629)	4,466
Domestic Abuse									
Domestic Abuse	763	(25)	738	763	(25)	738	763	(25)	738
Drugs and Alcohol Service									
Drugs and Alcohol Service	2,158	(2,156)	2	2,158	(2,156)	2	3,435	(3,387)	49
Mental Health Services									
Mental Health Services	6,539	(639)	5,900	9,764	(1,757)	8,007	8,662	(1,101)	7,561
Public Health									
Public Health	5,620	(5,620)	-	5,440	(5,440)	-	5,985	(5,943)	42
Social Care and Healthier Communities Total	**106,467**	**(45,370)**	**61,096**	**115,144**	**(50,396)**	**64,747**	**120,148**	**(54,094)**	**66,054**

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

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	10,369	67	5,112	2,875	-	965	19,388
Premises	411	-	6	1	-	4	422
Transport	85	-	39	9	-	7	141
Supplies & Services	(87)	671	682	2,131	3,154	4	6,555
Third Party Payments	83,427	25	146	2,079	282	7,682	93,641
Capital Finance Charges	2	-	-	-	-	-	2
Total Expenditure	**94,207**	**763**	**5,985**	**7,095**	**3,435**	**8,662**	**120,148**
Income							
Government Grants	(42)	(25)	(5,793)	(2,371)	(3,333)	-	(11,564)
Other Grants & Reimbursements	(19,845)	-	(150)	(200)	(54)	(302)	(20,551)
Sales, Fees & Charges	(20,657)	-	-	(58)	-	(799)	(21,513)
Rents	(225)	-	-	-	-	-	(225)
Recharges to Housing Revenue Account	(298)	-	-	-	-	-	(298)
Other Internal Charges	58	-	-	-	-	-	58
Total Income	**(41,009)**	**(25)**	**(5,943)**	**(2,629)**	**(3,387)**	**(1,101)**	**(54,094)**
Memorandum Items							
Depreciation	580	-	-	-	-	-	580
Accomodation Charges	294	-	-	49	-	37	380
Departmental Support	1,872	79	-	853	-	88	2,891
MATS	2,815	11	-	485	11	389	3,710
Recharges	(487)	-	-	(1,246)	-	-	(1,733)
Total Memorandum Items	**5,073**	**89**	**-**	**141**	**11**	**514**	**5,828**
Net Expenditure / (Income)	**58,271**	**827**	**42**	**4,607**	**59**	**8,076**	**71,882**

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

Contingency

Contingency Sums	Estimate for 2025/26		Estimate 2026/27 £000s
	Revised £000s	Probable Outturn £000s	
General Contingency	1,054	933	2,400
Earmarked for Pay Award	2,490	2,591	2,500
Earmarked for Inflation	1,000	800	1,200
Earmarked for SaaS Revenue	1,000	0	0
Net Expenditure	**5,544**	**4,324**	**6,100**

Levies etc.

Levies	Estimate for 2025/26		Estimate 2026/27 £000s
	Original £000s	Probable Outturn £000s	
Kent & Essex Inshore Fisheries & Conservation Authority	25	25	26
Essex Local Flood Defences	219	219	222
Coroners Court	621	632	692
Net Expenditure	**865**	**876**	**940**

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Financing Costs & Interest

	2025/26		Original Budget 2026/27
	Original Budget	Probable Outturn	
	£000s	£000s	£000s
Expenditure			
External Interest on Debt (PWLB)	11,610	11,610	11,832
External Interest on Debt (L1 Renewables)	295	295	285
External Interest on Debt (ECC)	204	161	164
Minimum Revenue Provision	7,047	6,467	6,928
Minimum Revenue Provision (ECC)	346	339	336
Minimum Revenue Provision (Leases)	902	691	729
Interest on Balances etc	317	381	336
Total Expenditure	**20,721**	**19,944**	**20,610**
Less Finance Lease Adjustments	(902)	(691)	(729)
Less Interest Charged to HRA	(4,112)	(4,142)	(3,903)
Total Interest & Minimum Revenue Provision Payable	**15,707**	**15,111**	**15,978**
Income			
Interest Earned on Balances	(5,199)	(4,610)	(4,362)
Less Interest Payable to HRA	1,749	2,135	1,646
Total Interest Receivable	**(3,450)**	**(2,475)**	**(2,716)**
Net Expenditure/(Income)	**12,257**	**12,636**	**13,262**

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

Housing Revenue Account

	2025/26		2026/27 £000s
	Original £000s	Revised £000s	
Expenditure			
Employees	206	0	206
Premises (excluding repairs)	810	1,648	1,628
Repairs	8,242	8,662	8,260
Supplies & services	201	221	191
Management Fee	8,276	8,306	8,431
Support Service & Management Costs	1,822	1,854	1,833
Provision for bad debts	455	455	455
Depreciation*	8,735	8,168	8,453
Interest & Debt Management Charges	4,138	4,162	3,923
Total Expenditure	**32,885**	**33,476**	**33,379**
Income			
Fees and charges	(382)	(382)	(440)
Dwelling Rents	(33,119)	(33,120)	(34,763)
Other Rents	(1,878)	(1,878)	(2,038)
Other	(20)	(20)	(20)
Interest	(1,743)	(2,135)	(1,646)
Recharged to Capital	(523)	(523)	(748)
Total Income	**(37,665)**	**(38,057)**	**(39,654)**
Net Operating Expenditure	**(4,780)**	**(4,581)**	**(6,275)**
Revenue Contribution to Capital Outlay	7,237	2,393	14,198
Appropriation to Earmarked Reserves	(2,457)	2,188	(7,923)
(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
2026/27 to 2030/31

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
By Portfolio						
Leader: Infrastructure and Corporate Strategy	35,711	13,700	10,135	10,081	-	**69,627**
Deputy Leader: Housing and Planning	36,593	17,310	8,836	9,333	6,100	**78,172**
Business, Culture, Music and Tourism	2,950	4,337	3,083	1,250	-	**11,620**
Children, Learning and SEND	3,375	71	73	-	-	**3,519**
Climate, Environment and Waste	632	100	-	-	-	**732**
Finance, Assets and Public Transport	3,457	2,100	600	600	-	**6,757**
Regeneration and Law and Governance	11,211	13,521	-	-	-	**24,732**
Total	**93,929**	**51,139**	**22,727**	**21,264**	**6,100**	**195,159**

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

Summary of Capital Expenditure
2026/27 to 2030/31

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
By Area of Investment						
General Fund Housing	2,300	2,300	2,300	533	-	**7,433**
Council Housing Refurbishment	15,338	9,035	6,536	8,800	6,100	**45,809**
Council Housing New Build Programme	13,806	5,950	-	-	-	**19,756**
Council Housing Acquisitions Programme	5,149	25	-	-	-	**5,174**
Schools	3,375	71	73	-	-	**3,519**
Enterprise and Regeneration	710	20	-	-	-	**730**
Enterprise and Regeneration - funded by the Levelling Up Fund	10,001	13,252	-	-	-	**23,253**
Enterprise and Regeneration - delivered by partners	500	249	-	-	-	**749**
Southend Pier	2,402	4,337	3,083	1,250	-	**11,072**
Culture and Tourism	655	100	-	-	-	**755**
Highways and Infrastructure	32,273	12,006	8,574	10,081	-	**62,934**
Works to Property	2,857	2,100	600	600	-	**6,157**
ICT	3,615	1,694	1,561	-	-	**6,870**
S106/S38/CIL	948	-	-	-	-	**948**
Total	**93,929**	**51,139**	**22,727**	**21,264**	**6,100**	**195,159**

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

Summary of Capital Expenditure
2026/27 to 2030/31

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Funded by						
Borrowing	27,417	20,894	5,399	1,985	-	**55,695**
Capital Grants	29,627	15,235	10,792	10,479	-	**66,133**
Third Party Contributions, including Planning	2,209	-	-	-	-	**2,209**
Revenue Contribution	-	-	-	-	-	**-**
GF Capital Receipts	383	-	-	-	-	**383**
General Fund	**59,636**	**36,129**	**16,191**	**12,464**	**-**	**124,420**
Borrowing	124	-	-	-		**124**
Capital Grants	1,253	1,218				**2,471**
Third Party Contributions	2,071	-	-	-	-	**2,071**
HRA - Revenue Contribution	17,374	4,025	-	-	-	**21,399**
HRA Capital Receipts	6,476	2,380	-	-	-	**8,856**
Major Repairs Reserve	6,995	7,387	6,536	8,800	6,100	**35,818**
Housing Revenue Account (HRA)	**34,293**	**15,010**	**6,536**	**8,800**	**6,100**	**70,739**
Total Funding	**93,929**	**51,139**	**22,727**	**21,264**	**6,100**	**195,159**

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

Summary of Capital Expenditure
2026/27 to 2030/31

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Priority Schemes Subject to Viable Business Case						
Coastal Defence Refurbishment Programme	-	-	500	500	-	**1,000**
Airport Business Park	550	-	-	-	-	**550**
Bridge Strengthening Programme		3,000	3,000	3,000	3,000	**12,000**
Footways Improvements	-	4,000	4,000	-	-	**8,000**
Carriageways Improvements	-	1,500	1,500	-	-	**3,000**
Carriageways Improvements - Potholes	500	500	500	-	-	**1,500**
New Street Lighting - Column Replacement	50	50	50	-	-	**150**
Car Park Remodelling - Seaways Car Park	450	-	-	-	-	**450**
Climate Change Provision - residual	638	600	-	-	-	**1,238**
Cliffs Stabilisation	500	-	-	-	-	**500**
High Street Regeneration and Public Realm	Will be profiled across the years as and when viable business case is agreed					
Public Toilet Provision	750	-	-	-	-	**750**
Victoria Centre	500	550	-	-	-	**1,050**
Property Refurbishment Programme	-	-	750	750	-	**1,500**
Fire Improvement Works	-	-	750	750	-	**1,500**
CIL Main Fund Allocation - Enhancing Children's Play Provision in Public Parks	750	250	-	-	-	**1,000**
Allotment Infrastructure Enhancements	Will be profiled across the years as and when viable business case is agreed					
Southchurch Park Community Space Provision	75	-	-	-	-	**75**
Southend Adult Community College	350	-	-	-	-	**350**

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

Summary of Capital Expenditure
2026/27 to 2030/31

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Beecroft Car Park	500	-	-	-	-	**500**
Southend Leisure and Tennis Centre - Car Park Resurfacing	400	-	-	-	-	**400**
Fisherman's Wharf	120	-	-	-	-	**120**
Cameras for School Streets - Feasibility Study	25	-	-	-	-	**25**
Noise Enforcement Cameras	45	-	-	-	-	**45**
Housing Pressures Action Plan - Tactical Acquisitions Programme	2,500	2,000	2,000	2,000	2,000	**10,500**
Housing Pressures Action Plan - Strategic Acquisitions Programme	16,575	20,000	20,000	15,000	10,000	**81,575**
Housing Pressures Action Plan - Temporary Accommodation Development Project	2,000	1,500	1,000	-	-	**4,500**
Council Housing Solar Panels - Feasibility Study	25	-	-	-	-	**25**
Total Priority Schemes Subject to Viable Business Cases (plus investment yet to be costed):						**132,303**

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

Summary of Capital Expenditure
2026/27 to 2030/31

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Other Schemes Where Grant has been received but its use is Subject to Viable Business Case						
Local Electric Vehicle Infrastructure Capability Fund	Will be profiled across the years as and when viable business case is agreed					**173**
Electric Vehicle Pavement Channels						**99**
ULEV Taxi Infrastructure Scheme						**77**
Local Electric Vehicle Infrastructure Capital Fund						**1,448**
Private Sector Housing Strategy						**214**
Community Capacity						**254**
Mental Health Funding Stream						**241**
Social Care Housing Reform						**124**
Clifftown Env Enhancement						**33**
Capital Funding - Regeneration Projects						**570**
Local Surface Water Modelling and Mapping Grant Scheme						**44**
Total Other Schemes Where Grant has been received but its use is Subject to Viable Business Case:						**3,277**

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

Capital Investment Programme
Leader: Infrastructure and Corporate Strategy

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
ICT - Operational Requirements - Microsoft Licences	1,406	-	-	-	-	**1,406**
ICT - Technology Device Refresh	575	544	411	-	-	**1,530**
My Southend Replacement	299	-	-	-	-	**299**
Telephony and Contact Centre Replacement	185	-	-	-	-	**185**
Software Licensing	1,150	1,150	1,150	-		**3,450**
Total ICT	**3,615**	**1,694**	**1,561**	**-**	**-**	**6,870**
Sea Wall Access Refurbishment	500	500	-	-	-	**1,000**
Carriageways Improvements	3,000	-	-	-	-	**3,000**
Footways Improvements	5,000	-	-	-	-	**5,000**
Highways Maintenance	2,552	2,427	2,693	3,210	-	**10,882**
Southend Highways Tree Planting Programme	75	-	-	-	-	**75**
Better Queensway - Highways Project Management	550	108	-	-	-	**658**
Better Queensway - Porters Place LLP Highways Infrastructure Works	11,630	3,870	-	-	-	**15,500**
Civic Pride Action Plan - Approach from Victoria Station to High Street	30	-	-	-	-	**30**
DFT - Belton Way East Cliff Slip	893	-	-	-	-	**893**
DFT Active Travel - Tranche 5	74	-	-	-	-	**74**
Local Authority Bus Grant	1,823	1,860	1,896	1,933	-	**7,512**
Moving Traffic Enforcement	449	-	-	-	-	**449**
Consolidated Active Travel Fund	250	-	-	-	-	**250**
Active Travel Grant	226	226	226	226	-	**904**
Safer Roads Fund - A13	1,970	-	-	-	-	**1,970**
Car Park Infrastructure Improvements	500	-	-	-	-	**500**

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

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
LTG - Local Transport Grant	1,550	2,630	3,604	4,577	-	**12,361**
Southend Transport Model	601	385	155	135	-	**1,276**
Total Highways and Infrastructure	**31,673**	**12,006**	**8,574**	**10,081**	**-**	**62,334**
CIL Main Fund Allocation - Enhancing Cycle Infrastructure	423	-	-	-	-	**423**
Total S106/S38/CIL	**423**	**-**	**-**	**-**	**-**	**423**
Total Capital Investment Schemes	**35,711**	**13,700**	**10,135**	**10,081**	**-**	**69,627**

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

Capital Investment Programme
Deputy Leader: Planning and Housing

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Disabled Facilities	2,300	2,300	2,300	533	-	**7,433**
Total General Fund Housing	**2,300**	**2,300**	**2,300**	**533**	**-**	**7,433**
Housing Construction Scheme - Modern Methods of Construction (MMC)	650	-	-	-	-	**650**
Housing Construction Scheme - Land Assembly Rund (S106)	71	-	-	-	-	**71**
Housing Construction Scheme - Phase 3 (Eagle Way, Shoeburyness)	3,580	-	-	-	-	**3,580**
Housing Construction Scheme - Phase 4 (Lundy Close, Eastwood)	2,405	-	-	-	-	**2,405**
Passive House Pilot	1,150	-	-	-	-	**1,150**
The Cattery, Prittlewell	5,950	5,950	-	-	-	**11,900**
Total Council Housing New Build Programme	**13,806**	**5,950**	**-**	**-**	**-**	**19,756**
Affordable Housing Acquisitions Programme	1,500	-	-	-	-	**1,500**
Acquisition of Tower Block Leaseholds - Queenway	124	-	-	-	-	**124**
Next Steps Accommodation Programme	25	25				**50**
Strategic Acquisitions	3,500		-	-	-	**3,500**
Total Council Housing Acquisitions Programme	**5,149**	**25**	**-**	**-**	**-**	**5,174**
HRA Disabled Adaptations - Major Adaptions	650	650	650	650	-	**2,600**
Warm Homes: Social Housing Fund Wave 3	4,593	1,648	-	-	-	**6,241**
Bathroom Refurbishment	183	191	216	-	-	**590**
Central Heating	210	350	378	-	-	**938**
Common Areas Improvement	2,700	1,404	1,944	-	-	**6,048**
Environmental H&S Works	2,683	2,484	1,836	2,050	-	**9,053**

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

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
HRA - SCC Buybacks Refurbishment	325	-	-	-	-	**325**
Kitchen Refurbishments	114	133	324	-	-	**571**
Rewiring	275	780	864	-	-	**1,919**
Roofs	86	1,201	162	-	-	**1,449**
Windows and Doors	94	194	162	-	-	**450**
HRA Passenger Lift Replacements	2,364	-	-	-	-	**2,364**
HRA Registered High Rise Structural Assessments	1,061	-	-	-	-	**1,061**
HRA Future Investment Programme	-	-	-	6,100	6,100	**12,200**
Total Council Housing Refurbishment	**15,338**	**9,035**	**6,536**	**8,800**	**6,100**	**45,809**
Total Capital Investment Schemes	**36,593**	**17,310**	**8,836**	**9,333**	**6,100**	**78,172**

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

Capital Investment Programme
Business, Culture, Music and Tourism

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Southend Pier - Condition Works Engineers	1,502	1,250	1,250	1,250	-	**5,252**
Southend Pier - Prince George Extension (Phase Two)	450	2,500	1,833	-	-	**4,783**
Southend Pier - Timber Outer Pier Head	450	587	-	-	-	**1,037**
Total Southend Pier	**2,402**	**4,337**	**3,083**	**1,250**	**-**	**11,072**
Museums Estate and Development Fund - Southchurch Hall Improvements	423	-	-	-	-	**423**
Planetarium Refurbishment	125	-	-	-	-	**125**
Total Culture and Tourism	**548**	**-**	**-**	**-**	**-**	**548**
Total Capital Investment Schemes	**2,950**	**4,337**	**3,083**	**1,250**	**-**	**12,168**

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Capital Investment Programme
Children, Learning and SEND

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Best Start Family Hub	70	71	73	-	-	**214**
LA Maintained School Condition Programme	277	-	-	-	-	**277**
High Needs Provision	3,028	-	-	-	-	**3,028**
Total Schools	**3,375**	**71**	**73**	**-**	**-**	**3,519**
Total Capital Investment Schemes	**3,375**	**71**	**73**	**-**	**-**	**3,519**

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

Capital Investment Programme
Climate, Environment and Waste

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Chalkwell Park and Priory Park Tennis Courts	7	-	-	-	-	**7**
Parks and Open Spaces Infrastructure	100	100	-	-	-	**200**
Total Culture and Tourism	**107**	**100**	**-**	**-**	**-**	**207**
CIL Main Fund Allocation - East Beach Inclusive Playground	525	-	-	-	-	**525**
Total S106/S38/CIL	**525**	**-**	**-**	**-**	**-**	**525**
Total Capital Investment Schemes	**632**	**100**	**-**	**-**	**-**	**732**

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Capital Investment Programme
Finance, Assets and Public Transport

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Civic One - Access Control Replacement	28	-	-	-	-	**28**
Civic Campus - Efficient Use of Space	60	-	-	-	-	**60**
Civic One - ASHP Committee Rooms	60	-	-	-	-	**60**
Fire Improvement Works	750	750	-	-	-	**1,500**
Palace Theatre (Dixon Studio) - RAAC	245	-	-	-	-	**245**
Priority Works	600	600	600	600	-	**2,400**
Property Refurbishment Programme	750	750	-	-	-	**1,500**
Seaways - Homes England Condition Funding	97	-	-	-	-	**97**
Victoria Centre	267	-	-	-	-	**267**
Total Works to Property	**2,857**	**2,100**	**600**	**600**	**-**	**6,157**
Bus Service Improvement Plan	600	-	-	-	-	**600**
Total Highways and Infrastructure	**600**	**-**	**-**	**-**	**-**	**600**
Total Capital Investment Schemes	**3,457**	**2,100**	**600**	**600**	**-**	**6,757**

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

Capital Investment Programme
Regeneration and Law and Governance

Scheme	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	2030/31 and future years £000s	Total £000s
Airport Business Park	20	20	-	-	-	**40**
Better Queensway - Programme Management	690	-	-	-	-	**690**
No Use Empty - Getting Building Fund	-	249	-	-	-	**249**
No Use Empty - Growing Places Fund	500	-	-	-	-	**500**
Total Enterprise and Regeneration	**1,210**	**269**	**-**	**-**	**-**	**1,479**
Cliffs Pavillion - Levelling Up Funding	2,157	-	-	-	-	**2,157**
Leigh Port Detailed Design and Construction	6,200	13,252	-	-	-	**19,452**
Marine Parade - Levelling Up Funding	1,644	-	-	-	-	**1,644**
Total Enterprise and Regeneration - Funded by the Levelling Up Fund	**10,001**	**13,252**	**-**	**-**	**-**	**23,253**
Total Capital Investment Schemes	**11,211**	**13,521**	**-**	**-**	**-**	**24,732**

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

Glossary

FTEs	Full time equivalent - the number of employees is expressed as the equivalent number of posts not the number of people.
Objective Summary	The objective summary for each portfolio shows net expenditure classified by service.
Subjective Summary	The subjective summary for each portfolio shows expenditure and income classified by type rather than by service. The standard headings are as follows:-
Employees	*Salaries, national insurance and pension costs for employees of the City Council as well as other employee related expenses such as agency staff payments, interview expenses, training and relocation.*
Premises	*Expenses directly related to land and buildings.*
Transport	*Expenses associated with the provision, hire or use of transport.*
Supplies and Services	*All direct supplies and service expenses to the City Council including equipment, printing, stationery and procurement.*
Transfer Payments	*Payments to individuals for which no goods and services are received in return by the City Council. This heading includes housing and council tax benefit.*
Third Party Payments	*Payments to external providers in return for the provision of a service. This includes contractors (but not capital work) and consultants.*
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

Cabinet Members as at 1st April 2026 are listed below.

Portfolio	Cabinet Member
Leader: Infrastructure and Corporate Strategy	Cllr Daniel Cowan
Deputy Leader: Housing and Planning	Cllr Anne Jones
Business, Culture, Music and Tourism	Cllr Matt Dent
Children, Learning and SEND	Cllr Laurie Burton
Climate, Environment and Waste	Cllr Lydia Hyde
Community Safety and Regulatory Services	Cllr Martin Terry
Finance, Assets and Public Transport	Cllr Paul Collins
Regeneration and Law and Governance	Cllr Kevin Robinson
Social Care and Healthier Communities	Cllr Maxine Sadza

Officers (as at 1 April 2026)

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, Learning and SEND Public Health Passenger Transport
Gary Perry-Ambrose Senior Finance Business Partner Environment & Place **garyperry-ambrose@southend.gov.uk**	Car Parks and All Car Parking Matters Public Transport (Including Concessionary Fares, Transport Policy and Licensing) Highways, Structures, Sea Defences, and Engineering Housing and Planning (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, Music and Tourism
Matthew Weller Corporate Finance Manager **matthewweller@southend.gov.uk**	Finance and Assets Regeneration and Law and Governance Corporate Planning and Strategic Direction Digital and Technology, Media and Communications Emergency Planning and Business Continuity Human Resources, Customer Services, Learning And Workforce Development Transformation and Corporate Project Management Public Toilets and Vehicle Fleet

Officers (as at 1 April 2026)

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**	Devolution and LGR Budget Strategy